NAVAL POSTGRADUATE SCHOOL
Monterey, California

THESIS

TACTICS, METHODS AND TECHNIQUES TO IMPROVE SPECIAL FORCES IN-SERVICE ENLISTED RECRUITING

by

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and
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June 2002

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       The thesis contains a review of the current Special Forces recruiting processes and describes how Special Operations Recruiting Command (SORC) recruits enlisted soldiers. It also analyzes goal congruency and cohesion between SORC, SWCS(A), and USASFC(A). Using recruiting process case studies obtained from five diverse civilian organizations, the thesis examines common successful tactics, methods, and techniques (TMTs) used to recruit candidates and then evaluates these TMTs to determine their applicability to the current SF recruiting model.

       Finally, the thesis offers three main recommendations using successful TMTs: quality control measures are needed throughout a successful organization; goal congruency is needed to reduce friction and achieve effective and efficient bottom-line results; and metrics, incentives, and defined success must be aligned with the bottom-line target. These recommendations could result in fewer candidates required for recruitment by SORC, while producing a greater number of high-quality recruits for the SF training pipeline and, ultimately, for USASFC(A) units.

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**TACTICS, METHODS AND TECHNIQUES TO IMPROVE SPECIAL FORCES
IN-SERVICE ENLISTED RECRUITING**

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I.   BACKGROUND/SCOPE OF THE PROBLEM

> Competent Special Operations Forces cannot be created after emergencies
> occur.
>
> —Special Operations Forces (SOF) Truth

A.   INTRODUCTION

This chapter develops the relevance of the thesis research regarding perceived Special Forces (SF) recruiting shortfalls. The primary research question is: What recruiting strategies exist outside of the military that the United States Army Special Forces (USASF) might employ to increase the number of high-quality in-service enlisted recruits?

In order to address the primary research question, three subsidiary questions will be addressed:

- Are the goals and mission of the Special Operations Recruiting Company (SORC) aligned with the Special Forces organization's goals?

- What recruiting methods do organizations outside of the military use to take advantage of their strengths and opportunities, while overcoming threats, weaknesses, and constraints?

- How can successful recruiting techniques, identified through the case study process, be integrated into the current SF recruiting organization?

To determine if goal congruence exists, the research will describe the SORC's organization and structure to identify specific command and control relationships within that structure. Specifically, the research will analyze the current organizational structure of SF Recruiting and identify strengths, weaknesses, limitations, and command and control issues. Next, through the use of case studies, the research will identify successful recruiting techniques. Finally, based on the analysis of the SF Recruiting organization and identification of successful recruiting methods, the research will offer conclusions and recommendations for possible implementation of these methods into the current SF recruiting process. Throughout this analysis, the research will specifically highlight enlisted recruiting. Although officer recruiting and officer graduate rates currently are being met, some of the recommendations in this study may also benefit SF officer recruiting.

Additionally, Appendix A contains the definitions of common terms and acronyms used throughout this thesis.

B.   BACKGROUND

Prior to earning the Special Forces Tab and the right to wear the Green Beret, enlisted candidates must complete the six phases that make up the Special Forces Training Pipeline (SFTP). An individual is considered a candidate once he enters the SF training pipeline. All of the phases of SF training are conducted at Fort Bragg and Camp Mackall, North Carolina. Phase I, Special Forces Assessment and Selection (SFAS), is a 3-week Temporary Duty (TDY) course designed to assess and select potential SF candidates, who will attend the residential portion of SFTP. Phase II, military common skills, land navigation, and Small Unit Tactics (SUT), is the first phase of the residential portion of the training. In Phase III, the Military Occupation Specialty (MOS) portion of SFTP, each candidate receives his individual specialty training. Phase IV is the Unconventional Warfare (UW) final exercise, and Phase V consists of four to six months of language training. Finally, Phase VI is the Survival, Evasion, Resistance, and Escape (SERE) course. Figure 1.1 outlines the phases of SF qualification training, which is referred to as the *Special Forces Training Pipeline*.

It appears that many consider the Special Forces Assessment and Selection Course, Phase I, the first critical step of the Special Forces Training Pipeline. As a result, much of the emphasis and research is geared towards SFAS. However, the first critical step of the pipeline actually occurs much earlier. Prior to SFAS, an extremely important aspect of the SFTP is recruiting soldiers from the current in-service source pool. This pool of potential candidates consists of male members of the U.S. Army who meet the following selection criteria: a candidate must be an active-duty male soldier in the pay grade of E-4 to E-7; have a minimum Army Physical Fitness Test (APFT) score of 229; and have a General Technical (GT) score of 100 or higher (In Service, 1998, p. 3-3). As of May 2002, the enlisted in-service source pool contains approximately 137,000 individuals (Schoot, 2002). For a complete list of candidate prerequisites, see Appendix B.
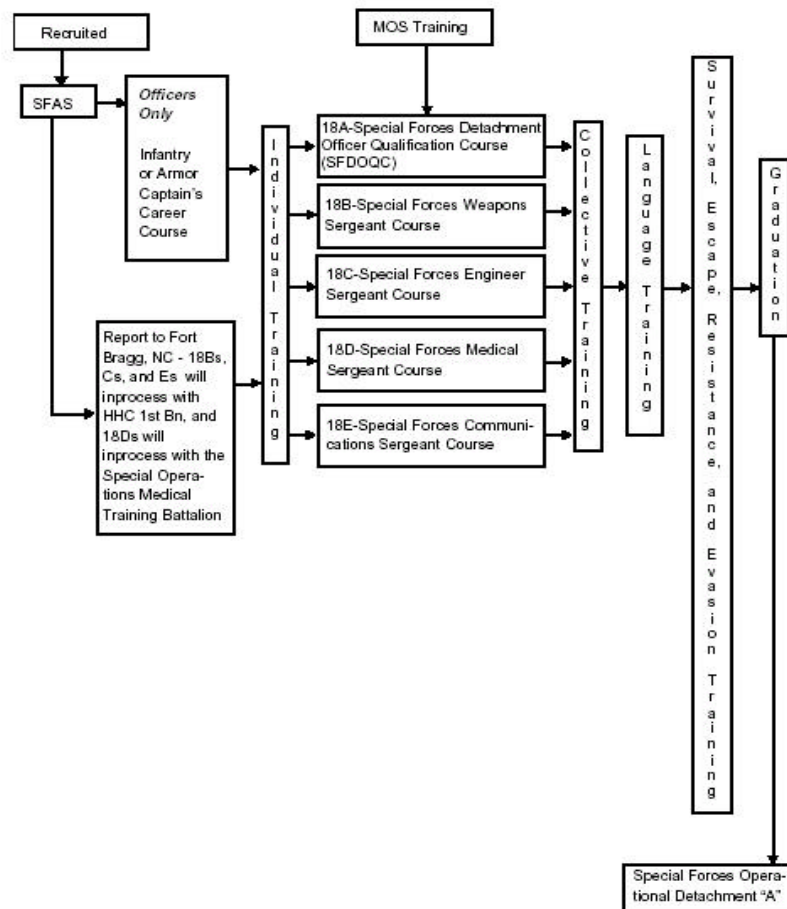
Figure 1-1. SF training flow

Figure 1.1.   Special Forces Training Pipeline. From USAREC Pamphlet 601-25, 2001, pp. 1-2.

C.   SCOPE OF THE PROBLEM

As a result of the massive Army drawdown after the 1991 Gulf War and an increase in female recruits entering the Army, the SF in-service source pool of potential candidates has decreased since 1993 (King, 2001). In 1990, prior to the Gulf War, the Army numbered approximately 750,600. As of January 2002, the Army's total Active Duty strength was approximately 480,000. This smaller pool of potential candidates has made it difficult for SORC to find candidates who can successfully complete the SFTP. Special Forces Branch is currently losing more enlisted soldiers each year than it

produces through the SFTP (Bender, 2002). As of 21 March 2002, of an authorized enlisted force of 4609, only 3871 slots were filled (Bender, 2002).

This problem results in SF teams, Operational Detachments-Alphas (ODAs), being undermanned. As a result of being undermanned, United States Army Special Forces Command (USASFC), whose mission is to "Organize, equip, train, validate and prepare forces for deployment to conduct worldwide special operations, across the range of military operations, in support of regional combatant commanders, American ambassadors, and other agencies as directed," has authorized each of the SF groups based in the Continental United States (CONUS) to be reduced from six to five teams per company.

USASFC(A) and Recruiting Command have clearly identified the shortage of enlisted personnel and are taking selective measures to address the problem. To address this problem in the near-term, Assistant Secretary of the Army Reginald Brown imposed a "stop-loss" order that bars all voluntary separations and retirements among Special Forces soldiers (Cox, 2002, p. 16). Next, effective 1 March 2002, "Recruiting Command will attempt to enlist up to 400 people from the civilian sector for Special Forces in 2002 and offer up to $20,000 in bonuses for individuals who complete SF training (Cox, 2002, p. 16). Individuals recruited directly from the civilian sector are considered "off-the-street recruits." Next, SORC will also recruit up to 300 privates (E-1 - E-3) from Advanced Infantry Training (AIT) at Fort Benning, Georgia (Callahan, 2002). Finally, "the annual in-service recruiting mission for NCOs will be increased from 1,800 to 2,200 and probably will feature some special incentives." (Cox, 2002, p. 16)

The new programs outlined above have been implemented because current recruiting practices are not sufficient to man the SF force. The number of Special Forces enlisted personnel has shown a net loss for six of the last eight years (Bender, 2002). Figure 1.2 illustrates the net loss or net gain from FY 1995 to 2002. While 2002 shows a projected net gain of 210 personnel, this is a direct result of the "stop-loss." Without the "stop loss," FY 2002 would result in a net loss of approximately 30 individuals (Bender, 2002). Thus, the "stop loss" only defers the loss of SF soldiers once the ban is lifted.
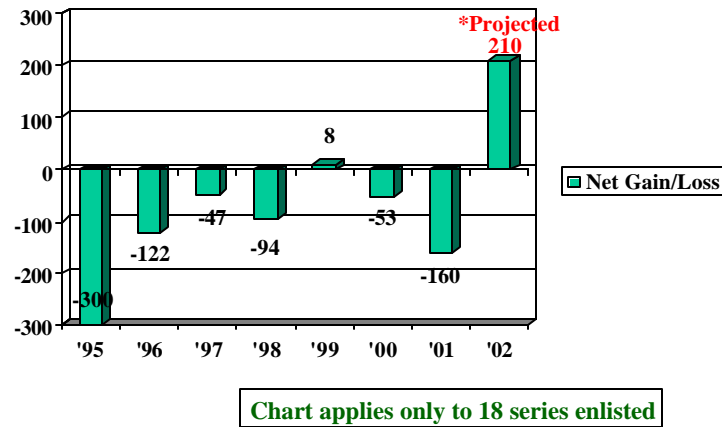
Figure 1.2.   SF Enlisted Net Gain/Loss. From Bender, 2002.

D.   RELEVANCE

Given the nature of current events in Afghanistan, the Philippines, and other undisclosed classified locations, Special Forces have played—and will play, for the foreseeable future—a large role in the war on terrorism. For the period 27 February through 6 March 2002, 2,677 Special Forces soldiers were deployed in 51 locations conducting 95 missions (Skrzydlinski, 2002). As reported in the *Army Times* (2001), "Although the shortage was felt before the war in Afghanistan, the heavy emphasis on special operations there highlighted the need for even more Green Berets." (Cox, p. 16) Figure 1.3 illustrates that a majority of the Special Forces deployed are in support of the Central Command Theater.

USASFC(A) DEPLOYED FORCES

27 FEB - 6 MAR 02

	PERSONNEL	MISSIONS	COUNTRIES/STATES
TOTAL CONUS	802	21	11
JFCOM	0	0	0
EUCOM	204	15	7
CENTCOM	1128	23	11
PACOM	293	16	9
SOUTHCOM	250	20	13
TOTAL OCONUS	1875	74	40
GRAND TOTAL	2677	95	51

U S ARMY SPECIAL FORCES COMMAND (AIRBORNE)

Figure 1.3.   USASFC(A) Deployed Forces, 27 Feb-6 Mar, 02. From Skrzydlinski, 2002.

It seems paramount that Special Forces address recruiting deficiencies now to ensure proper manning of the force in times of need. The consequences of not addressing shortfalls now would include continued strain on an already high operations tempo unit, failure to have sufficient enlisted Special Forces soldiers available to continue to effectively sustain the current war on terror, and difficulty fulfilling all of USASFC(A)'s missions.

E.   METHODOLOGY

This thesis proceeds in four steps. Chapter II conducts a review of the current Special Forces recruiting process. The research focused on gathering information from the Special Forces Branch, Special Forces Proponency Office (SOPO), Special Operations Recruiting Company (SORC), and United States Army John Fitzgerald Kennedy Special Warfare Center School (Airborne) (USAJFKSWCS(A)), referred to as SWCS, and United States Army Special Forces Command (Airborne) (USASFC(A)). The chapter describes how SORC currently recruits individuals. From the information gathered, a strategic management assessment of the SF recruiting organization was

completed. Specifically, the research identified the organization's strengths, weaknesses, recruiting constraints, opportunities, and competitors. Additionally, the research determined if goal congruence and cohesion exists between SORC, SWCS(A), and USASFC(A).

Chapter III examines the recruiting processes through five case studies from three civilian industries and two collegiate sports programs: Perot Systems, Cameron-Brooks, Inc., Dell Computers, West Point Football and the University of South Carolina (USC) Football. The researchers obtained the information for the case studies by conducting personal interviews within each organization. To capture successful trends in recruiting data, the researchers developed a list of standardized questions pertaining to recruiting (Appendix C). First, each case study contains a brief description of the organization and its recruiting strategy.   Next, each addresses the constraints, requirements and prohibitions that each organization faces when recruiting individuals. Requirements are things the organization *must* do, while prohibitions are things the organization *cannot* do. Additionally, a SWOT (strengths, weaknesses, opportunities, and threat) assessment was conducted. Finally, each case study identified the organization's recruiting strategy and the techniques, methods, and tactics (TMTs) that each organization uses to overcome its constraints, weaknesses, and threats, while taking full advantage of its strengths and opportunities.

Chapter IV focuses on the common successful TMTs that each organization employs to recruit candidates, as well as on an evaluation of these TMTs using screening criteria. Additionally, successful innovative techniques, which may appear in only one of the case studies, were also evaluated against the screening criteria. Screening criteria included feasibility, acceptability, legalities, and adaptability. The screening criteria were used to determine which TMTs may be applicable to the current SF recruiting model.

Finally, Chapter V offers conclusions and recommendations utilizing successful TMTs.   The goal is to develop the TMTs for possible incorporation into the Special Forces recruiting structure to assist in more-effective recruiting.

The thesis does not focus on non-experienced candidates (i.e., business programs that recruit first-time hires) or executive recruiting programs (i.e., business programs that

focus on recruiting high-level executives). Additionally, this thesis focuses neither on reducing the current entry, assessment, or selection standards nor on decreasing the current SF training standards. Finally, the research does not focus on Army Special Forces "off-the-street" recruiting.

II.   SPECIAL FORCES RECRUITING ORGANIZATION

Quality is better than Quantity.

–Special Operations Forces (SOF) core truth

A.   ORGANIZATIONAL STRUCTURE OF THE SPECIAL OPERATIONS RECRUITING COMPANY (SORC)

SORC is made up of officers and enlisted personnel charged with the responsibility of recruiting individuals into Special Forces (SF). In addition to recruiting individuals into SF, SORC is also responsible for fulfilling Special Operations Aviation Regiment (SOAR/Task Force 160) recruiting requirements. SORC is assigned to the United States Army Recruiting Support (RS) Brigade (BDE), which is a subordinate command under the United States Army Recruiting Command (USAREC). Figure 2.1 outlines the organization of Headquarters (HQ), USAREC.
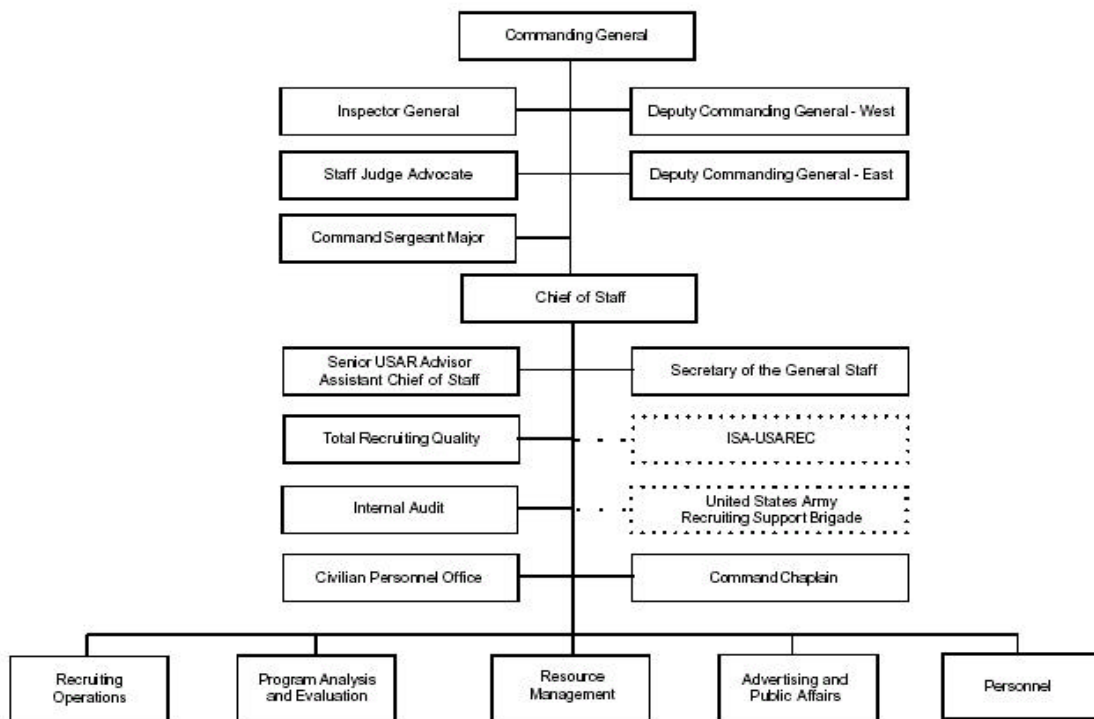
Figure 1-1. HQ USAREC organizational chart

Figure 2.1.   Organization of Headquarters, USAREC. From USAREC Reg 10-1, 2000, p. 2.

As outlined in Figure 2.2, the RS BDE is responsible for numerous subordinate units, including SORC.
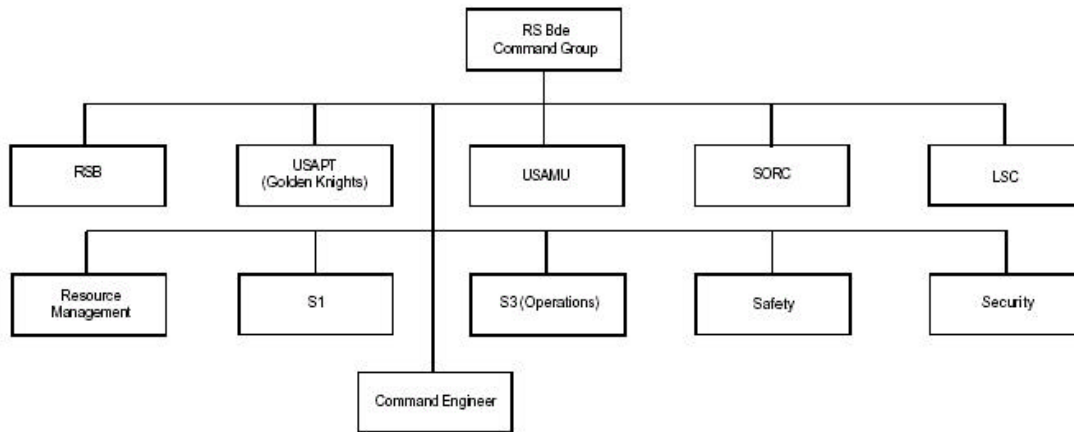
Figure 3-2. RS Bde organizational chart

Figure 2.2.   Organization of RS BDE. FromUSAREC Reg 10-1, 2000, p. 26.

The RS BDE provides

centralized logistical support and oversight of decentralized logistics activities for USAREC and serves as the command and control headquarters for RSB, USAPT, USAMU, SORC, LSC, Command safety, Command security, and Command engineer (USAREC Regulation 10-1, 2000, p. 26).

The RS BDE commander, who is assigned to USAREC, provides mission guidance and intent to units within the RS BDE. As a result of the organizational alignment, SORC falls under the command and control (C2) of the RS BDE.

SORC is responsible for recruiting soldiers into Special Forces. SORC's mission is as follows:

The Special Operations Recruiting Company conducts worldwide U.S. Army in-service recruiting in order to provide the manpower requirements for the United States Army Special Operations Command (Airborne), while fostering a positive command climate, that is conducive to the professional and personal needs of the soldiers and their families. (Callahan, 2002)

Additionally, "The SORC's goals are to meet the recruiting mission requirements, provide for a positive work environment, and take care of our soldiers and their families." (Callahan, 2002) Finally, USAREC Reg 10-1 (2001) states that SORC's core competency is to: "Execute worldwide U.S. Army in-service recruiting in order to fulfill the accession requirements of the United States Army Special Operations Command (Airborne)." (p. 30)

SORC is manned by both Special Forces soldiers (18-series) with SF operational experience and U.S. Army Recruiters (79Rs) with recruiting experience. Forty-seven personnel are assigned to SORC as follows: one Special Forces Major as commander; one 79R as the company First Sergeant (1SG); thirty 79R (Recruiter) positions; four Special Forces Captains; and eleven Special Forces non-commissioned officer (NCO) detailed recruiters (Callahan, 2002). Approximately two-thirds of SORC is made up of non-SF-qualified soldiers. In order to fulfill its mission and core competency, SORC is organized as shown in Figure 2.3 below:
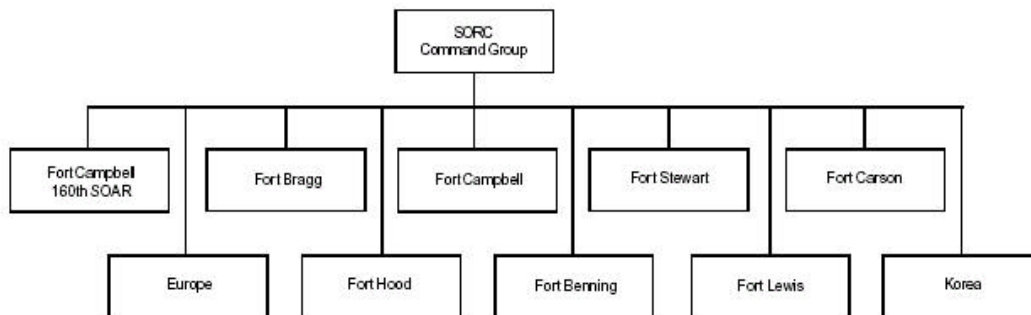
Figure 3-6. SORC organizational chart

Figure 2.3.   SORC Command Group. From USAREC Reg 10-1, 2000, p. 30.

Each location identified above—e.g., Europe, Fort Bragg, Fort Hood, Fort Lewis, Korea—is assigned a "market area" from which to recruit potential candidates into Special Forces.

B.   CHALLENGES FACED BY SORC

Among the many challenges SORC recruiters confront is dealing with the competition. Competition includes: the potential candidate's home unit (the unit the individual is currently serving, e.g. the 82nd Airborne Division or 10th Mountain

Division), specifically his peers and unit leadership; his desire to leave the service and enter the civilian job sector; current operations; and family concerns. Conventional Commanders, Command Sergeants Major (CSM), and First Sergeants (1SG) constantly attempt to talk potential candidates out of attending SFAS for fear of losing some of the top talent from their branch. In addition to the potential candidate's home unit, recruiters must also counter his desire to leave the service and enter the civilian sector. Potential candidates may be interested in attending SFAS, but are lured away by the thought of a higher-paying job in the civilian sector. Third, current operations, such as Operation Enduring Freedom, also significantly affect the in-service source pool. As Major Patrick Callahan, Commander of SORC, stated, "The absence of major units (due to real-world deployments) reduces the total available population from which the SORC can recruit." (Interview with Patrick Callahan, 2002). Finally, according to the Army Research Institute (ARI), one of the major reasons that potential candidates do not follow through with their desire to attend SFAS is family concerns (King, 2002). Candidates fear that the Special Forces high operational tempo may negatively affect their families' well being.

In order to counter some of these competitors, recruiters generally must make many trips to Army installations, offer presentations to address facts and questions about SF, and send mass mailings to potential candidates. Mass letter mailings are sent to all potential candidates within the in-service source pool who meet the minimum entry-level parameters (Callahan, 2002). According to SORC recruiters, in addition to the tasks outlined above, the most time-consuming portion of recruiting is processing potential candidates' SFAS packets (Schoot, Wilson, 2001).

C.   SORC RECRUITERS

Despite their critical role in enticing individuals to join SF, many SORC recruiters (MOS 79R) are not intimately familiar with the SFTP or life as a Special Forces soldier. According to USAREC Reg 601-102 (1992), the requirements to become an SF recruiter include:

> The primary military occupational specialty of 79R, male, APFT score of 206 or higher (17-21 year category), airborne qualified or volunteer for airborne training, GT score of 110 or higher, and Gold Recruiting Badge or higher recruiting award (p. 2).

Additionally, all 79Rs seeking to work at SORC must interview and be selected by the SORC First Sergeant (1SG). SORC recruiters do not have to be SF-qualified. Consequently, two-thirds of the recruiters assigned to SORC are not SF qualified; nor have they served in an SF operational unit. As a result, much of the information they provide is based on information packets they read on their own, such as USAREC Pamphlet 601-25, *In-service Special Forces Recruiting Program (Officer and Enlisted)*, dated 25 April 2001. This pamphlet specifically addresses minimum selection criteria to apply for Special Forces and offers a brief explanation of the Qualification Course. A second pamphlet, titled *Thinking about Special Forces?,* addresses some of the most frequently asked questions about Special Forces. The fact that most SORC recruiters lack first-hand knowledge about Special Forces is disturbing, given the many fallacies that exist among potential candidates. Major Robert Wheeler (2001) notes that while addressing SF recruiters, "it became apparent that some SF recruiters, most of whom were not SF qualified, did not possess the level of detailed knowledge to educate, direct, and mentor potential candidates in making informed career decisions." (Wheeler, p. 60). Major Wheeler also indicated that it was not uncommon for SF recruiters to know actually very little about SF (p. 60).

In order to address this problem, Major Callahan has implemented a new training program for the 79Rs. Major Callahan states,

> Every recruiter who is accepted into the SORC follows the SORC's new recruiter training Program of Instruction (POI). The POI is divided into eight modules, and contains training on unique SORC recruiting techniques and procedures.

Additionally, Major Callahan schedules training events for his recruiters consisting of the land navigation course and obstacle course used in Phase I of the Special Forces Training Pipeline (SFTP).

D. RECRUITING QUOTA

In order to understand the issues, it is necessary to understand the process of the organization. The recruiting mission (quota) and recruitment parameters are developed by the Special Operations Proponency Office (SOPO) and are endorsed by the Commanding General (CG) of the Special Warfare Center School (SWCS). This quota

does account for some attrition during the SFTP. Once the SWCS CG endorses the mission, the memorandum is then sent through USASOC to USAREC. Figure 2.4 diagrams the mission process.
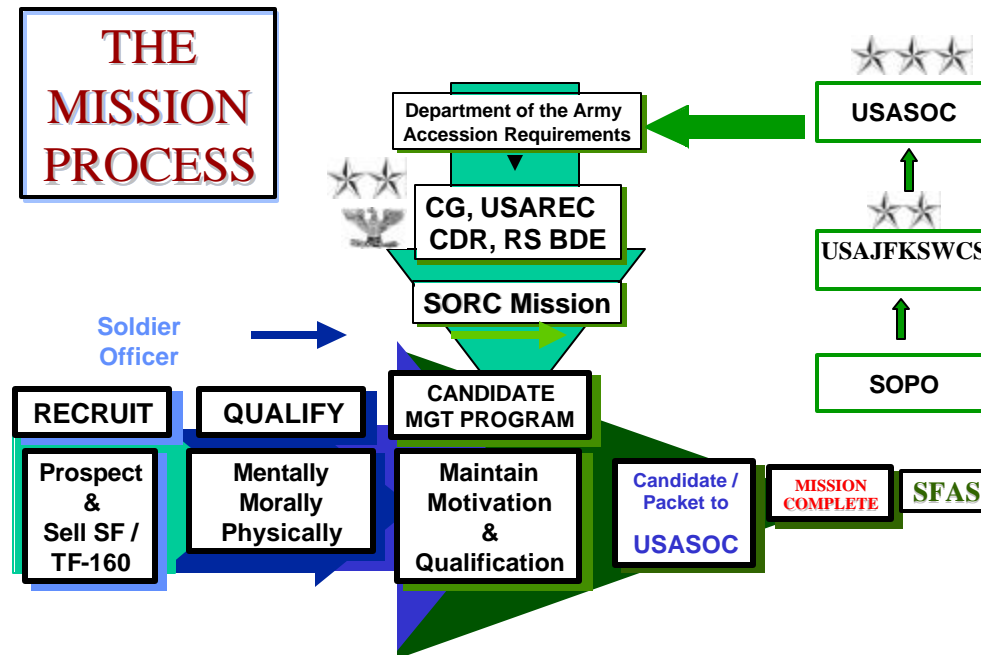
Figure 2.4. The Mission Process. From SORC, 2001.

While SWCS is critically dependent upon SORC to accomplish its mission, it has no command and control over SORC. Instead, USAREC assigns and rewards the recruiting mission—meaning that all individuals assigned to SORC report to, and are rated by, USAREC. Thus, those responsible for recruiting SF soldiers are organizationally disconnected from those who are responsible for selecting, training, and employing them.

As Figure 2.5 shows, SORC continually meets or exceeds the recruiting requirements placed upon it by USAREC. At first, it would appear that the problem with the SFTP success rate must then lie with SWCS rather than with USAREC or SORC. For instance, as Figure 2.5 indicates, SORC's recruiting status has been "green" for the last seven years. "Green" status indicates that SORC has met at least 90% of its

recruiting quota and satisfied the requirements placed upon it by SOPO. In short, the chart in Figure 2.5 indicates that, according to current measures of effectiveness, SORC continually satisfies the requirements placed upon it by both USAREC and SOPO. For the most part, then, the SORC personnel are doing what is asked of them.

SORC MISSION SUCCESS RATE

SF ENLISTED

	MSN	ACH	%
FY00	1800	1820	101%
FY99	1500	1512	100%
FY98	1500	1368	91%
FY97	1500	1470	98%
FY96	1250	1274	101%
FY95	752	768	102%
FY94	661	714	108%

Figure 2.5.   SORC Mission Success Rate. From Bender, 2001.

E.   FIT OF THE CANDIDATES SENT TO SFAS

However, many of the candidates SORC sends to SF training are poor "fits" for the SF organization and do not succeed in the SFTP (79% SFTP failure rate for timeframe 1997-2000). This is where SORC's "mission success rate" proves misleading. Despite SORC's exceptional success rate in *meeting* its recruiting quota, very few individuals actually *graduate* from the SF training pipeline (21% SFTP graduation rate for timeframe 1997-2000) (Bender, 2002). Thus, the goal of the overall organization is not being met; nor is SORC's stated mission:

> The Special Operations Recruiting Company conducts worldwide U.S. Army in-service recruiting in order to provide the manpower requirements for the United States Army Special Operations Command (Airborne). (Source)

The research has identified an organizational alignment problem in this critical area. While SORC, the major component of the recruiting process, concentrates on supplying SWCS with a specified *quantity* of candidates who meet a minimum entry

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standard, SWCS, the major training component, and USASFC, the major user of the end product, are both focused on the *quality* of the SF graduate as he exits the SF Training Pipeline (Figure 2.6).

- ***Is the Special Operations Recruiting Company's (SORC) mission in sync with the rest of the SF organization?***
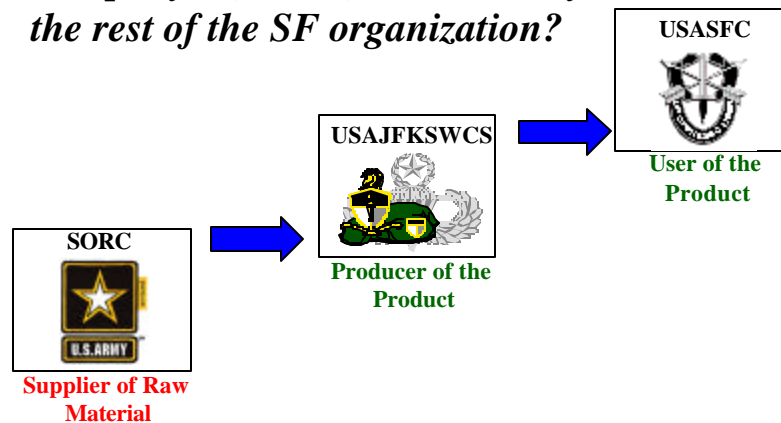
Figure 2.6.   Is SORC Supplying Adequate Raw Materials?

This problem can best be illustrated by looking at the numbers for (FY) 2001. SORC's recruiting mission for Fiscal Year (FY) 2001 was 1,800 enlisted candidates. It achieved "green" status by recruiting 1760 individuals who attended SFAS. Unfortunately, of the 1760 enlisted candidates, only 209 completed the SFTP, with 83 individuals still in the SF training pipeline (Phases II – VI). Even if all the candidates still in the pipeline pass, which is best-case scenario, only 292 enlisted personnel will have completed the SFTP. Already, this yields another unsatisfactory year for SWCS SF pipeline production (Bender, 2001). It would, thus, appear that the low graduation rate from SF training is a result of the SORC recruiters sending the wrong type of candidate (fit) to the training. Figure 2.7 summarizes SF training pipeline numbers for Fiscal Year (FY) 00. Shortfalls in FY 00 were similar to those in FY 01. The numbers in the first row of Figure 2.7 reflect the targeted mission of each of the components of the organization (modeled numbers). The numbers in the second row represent the actual results attained.

Quality vs. Quantity
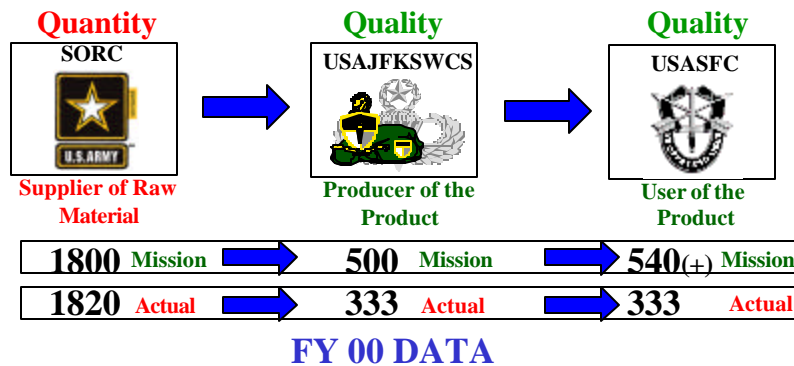
Figure 2.7.　Quality vs. Quantity.

Given the fact that the SWCS uses set standards, which are in place to ensure that a high-quality product is delivered to the USASFC, there is a sense that these standards should not be compromised. Research Report 1765, *Special Forces 2000: A Report from the Field*, confirms that graduates of the SFTP are proficient in their skills and are fulfilling the requirements of USASFC(A) (Zazanis, 2001, p. 13). Therefore, it appears that part of the problem of not graduating enough enlisted soldiers from the SF training pipeline is a result of the *types* (fit) of individuals being recruited to enter SF training in the first place.

SFAS Assessors believe that many of the candidates who show up to SFAS are physically unprepared; in a typical class, about 30-35% of the candidates have no business showing up, 30-40% should be there and need to be assessed, and 35% need little assessing and are "good to go" (Calderara, Vargas, 2002). When 30-35% of the candidates sent to SFAS are "poor fits," the organization's behavior is clearly wasteful. First, it is costly to send an individual with an extremely low probability of completing SFAS to Fort Bragg temporary duty (TDY). Second, the time spent to recruit and process an SFAS packet for the candidate (SORC), to assess the candidate (SFAS), and

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then to out-process the individual (SFAS) is wasted. Finally, the time that recruiters spend recruiting and processing paperwork for a candidate with a low probability of completing the SFTP represents a missed opportunity to go after potential candidates who *do* have the qualities of a successful SF Qualification Course (SFQC) graduate.

Equally disturbing is that a large number of candidates who do not meet the initial requirements show up to SFAS. Despite the fact that approximately 10-15% of the candidates do not meet initial parameters (APFT, medical requirements, administrative requirements), recruiters still get credit for those candidates. Table 2.1 represents all FY01 SFAS classes and illustrates the number of drops for each SFAS class.

FY01 SFAS Drops

Class	Total Report	APFT Fail	Medical Disqual	Admin Drop (Prereq)	Total Cand That Meet Min Stds	Total Selected
01-01	351	24	2	2	323	199
02-01	316	17	0	0	299	157
03-01	222	19	3	0	200	110
04-01	188	13	2	0	173	89
05-01	227	20	0	0	207	117
06-01	289	31	3	3	252	147
07-01	312	40	2	0	270	95
08-01	313	29	0	1	283	136
Total	2218	193	12	6	2007	1050

Total candidates sent to SFAS which did not meet minimum entry standards (fail APFT 2x, Medically disqualified, or administrative drop for failing to have proper documents: 211   10%

Table 2.1.   SFAS Attrition Data (FY01). From Parker, 2002.

Table 2.2 represents FY02 data to date and illustrates that the percentage of candidates sent to SFAS who do not meet the initial parameters is increasing.

FY02 SFAS Drops (as of Mar 02)

Class	Total Report	APFT Fail	Medical Disqual	Admin Drop (Prereq)	Total Cand That Meet Min Stds	Total Selected
01-02	349	48	1	1	299	159
02-02	324	45	0	0	279	147
03-02	236	38	0	0	198	80
Total	909	131	1	1	776	386

Total candidates sent to SFAS which did not meet minimum entry standards (fail APFT 2x, Medically disqualified, or administrative drop for failing to have proper documents: 133   15%

Table 2.2.   SFAS Attrition Data (FY02). From Parker, 2002.

Given that the initial testing is supposed to verify the fact that a candidate meets the initial parameters in order to attend selection, something which SORC recruiters should verify, it seems counter-productive, if not absurd, to give SORC credit towards meeting its quota for individuals who fail the initial testing. Even more disturbing is that SORC gets to count a candidate twice if he fails initial testing during his initial SFAS class, but then enters a later SFAS class.

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III. CASE STUDIES

> Recruiters must understand what the values of the company are and bring in individuals who understand and live by those values as well. Recruit with the utmost integrity and create a relationship with the recruit.
>
> –Gill Brown, Perot Systems

This chapter analyzes the recruiting practices of five different organizations. The first two case studies focus on collegiate football programs, West Point Football and University of South Carolina Football. Next, the following three civilian industries are analyzed: Cameron-Brooks, Inc., Perot Systems, and Dell Computers.

The researchers used the following case-study methodology: gather background information for the organization; determine the constraints and prohibitions each organization faces; conduct a SWOT (strengths, weaknesses, opportunities, and threat) assessment for the organization, based on the authors' analysis; and, finally, identify the organization's recruiting strategy and the techniques, methods, and tactics (TMTs) it uses to overcome its constraints, weaknesses, and threats, while taking full advantage of its strengths and opportunities.

A. CASE STUDY 1: COACH TODD BERRY, UNITED STATES MILITARY ACADEMY (USMA) AT WEST POINT

1. Background of Organization

The West Point Football team is a National Collegiate Athletic Association (NCAA) Division I football team. Each year, the Academy coaching staff recruits numerous individuals to attend West Point and play football for the Academy.

2. Constraints

West Point Head Football coach Todd Berry faces numerous constraints when recruiting individuals into his football program. Because West Point operates a fully certified Division I program, Coach Berry and his assistants must abide by myriad constraints placed upon all NCAA Division I college football programs. The constraints all college recruiters face include: limited time during which recruiters can meet with individuals; identifying and attracting the right athlete (fit) for the program/educational

institution; distributing the limited scholarships that a program can offer; and overcoming a program's shortcomings or lack of success in order to attract players.

In addition to the constraints imposed by the NCAA, Coach Berry must also deal with the constraints placed upon him by the Military Academy. First, individuals must meet the strict admission requirements of the Academy. The following requirements are taken from the West Point Admissions Web Page (2002):

a.   General Requirements for all West Point Candidates

Each candidate must:

- be 17 but not yet *23 years* of age by July 1 of year admitted. (The increase in maximum age is a result of a recent change to Title X, U.S. Code.)

- be a U.S. citizen at time of enrollment (exception: foreign students nominated by agreement between U.S. and another country).

- be unmarried

- not be pregnant or have a legal obligation to support a child or children

b.   Academic Qualifications

Each candidate should have:

- an above-average high school or college academic record

- strong performance on the standardized American College Testing (ACT) Assessment Program Exam or the College Board Admissions Testing Program Scholastic Assessment Test (SAT).

West Point uses ACT/SAT results, high school class rank, and faculty recommendations to determine academic qualification. Consideration is also given to the types of courses taken and the percentage of students from the applicant's school who attend four-year colleges after high school, as reported by the Educational Testing Service (ETS).

West Point encourages a strong college preparatory academic background, including four years of English, with emphasis on composition, grammar, literature, and speech; four years of math, including algebra, plane geometry, intermediate algebra, and trigonometry; two years of a foreign language; two years of laboratory science, such as chemistry and physics; and one year of U.S. history. Additionally, courses in geography,

government and economics are very helpful. College courses taken prior to entrance to West Point may be substituted for similar courses in the Military Academy curriculum. (West Point Admissions WebPages, 2002)

Recruits considering attendance at the Military Academy also must consider the effect of incurring a five-year service commitment to the Army. Thus, if an individual has any aspirations of playing football professionally, the service obligation may deter him from choosing West Point.

3.   **SWOT Analysis**

a.   Strengths

The following are considered strengths of West Point:

- **Prestige of West Point**. Many consider attending West Point a significant accomplishment.

- **Solid Academic Program.** There are currently 22 optional majors and 25 fields of study covering virtually all the liberal arts, science and engineering disciplines one would expect to find in highly selective colleges. Class size averages from 14 to 18 students.

- **Excellent athletic facilities.** Michie Stadium, home of the Army football team, is considered one of America's most picturesque stadiums in which to watch a college football game. Additionally, the stadium complex is currently undergoing numerous projects and renovations that will further improve the facilities.

- **No limit on scholarships**. All students who attend West Point are on full scholarships.

- **Committed Staff.** Coach Berry and his staff are fully committed to ensuring the future success of the Army football program.

- **Stakeholder support.** Graduates of the Academy make significant monertary donations to support the Army Football team's facilities.

- **Job Placement.** Graduates from the Academy are commissioned as Second Lieutenants in the Active Duty Army.

b.   Weaknesses

The following point is seen as a weakness of the program:

- **Solid alumni base.** While West Point alumni have the potential to be outstanding recruiters for Army football, NCAA provisions strictly prohibit athletic representatives from recruiting individuals. Virtually all alumni are classified as athletic representatives. According to The Official Web Site of Army Athletics (2002), criteria that classify an individual as an athletic representative include:

Have participated in or are a member of an agency or organization promoting the institution's intercollegiate athletic program (e.g.: "A" Club); Have made financial contributions to the athletics department or to an athletic booster organization of that institution (e.g.: Association of Graduates (AOG); Have been involved otherwise in promoting the institution's athletics program.

Because it is quite easy to meet one of the above criteria, most West Point alumni can be classified as athletic representatives. Furthermore, the NCAA stipulates that an alumnus retain that identity forever, even if the individual no longer contributes to the athletic program. As a result of the strict rules imposed by the NCAA, only coaches and USMA staff members can be involved in the recruiting process. Alumni are not permitted to discuss or be involved with athletic recruiting with any prospect, parent/legal guardian, or high school, prep school or community college official.

c. Opportunities

The following were perceived to be opportunities of which the program can take advantage:

- Sell the benefits of the school

- Take advantage of the current call of Service to the Nation

- Conference USA. West Point Football is a member of Conference USA. As a member, Army Football plays an extremely competitive Division I schedule. Four of the ten Conference USA teams participated in a Bowl game during the 2001 season (C-USA Sports.com, 2002).

- Coach Berry. Coach Berry is an extremely charismatic individual who is able to effectively maintain open lines of communication with recruits.

d. Threats

The following factors constitute threats to the recruitment program:

- **Competition.** Not only must Coach Berry operate within the numerous constraints imposed upon him, but he must also learn to deal with the competition. Competition includes all of the other Division I Football programs in the nation that equally hope to recruit top talent.

- **NCAA rules**. NCAA rules are strict and must be adhered to at all times in order to maintain NCAA certification. Failure to follow NCAA rules could result in severe punishment and restrictions on the program.

- **High Academy Admission Standards.**

- **Service obligation.** Graduates must serve a five-year service obligation upon graduation from the Academy.

4.   Recruiting Strategy and Tactics/Methods/Techniques (TMTs)

The information in this section was gleaned from a personal interview with Coach Berry. In order to overcome the numerous constraints and obstacles of recruiting, Coach Berry utilizes numerous recruiting techniques (variables) to ensure that he is able to recruit the highest-caliber players. Coach Berry emphasizes the importance of building a relationship with the recruit. This is accomplished by phone calls, personal letters from the recruiter assigned to the individual (not mass mailings), and email. Recruits are also encouraged to communicate with Army coaches, through email, about progress the recruit is making. This open dialogue helps build a relationship between the recruiter and recruit and shows interest in the individual. Army football recruiters receiving email maintain an open dialogue with the recruit, continually updating him about pertinent information. In some cases, one coach may be able to recruit or maintain a dialogue with an individual. In other cases, recruiters can switch lists of potential recruits. By doing so, recruits are given a different perspective on the organization.

The recruiter must not focus on the recruit only. Equally important is to be involved with everyone who has influence over that recruit's decision (mother, father, brother). It is important to identify all key individuals who have influence over the recruit and then to involve them in the process. If possible, recruiters visit the family at their home to discuss the recruit's options and to answer questions they may have. Extended family is very important to the recruiting process. Recruiters try to maintain constant exposure.

Recruiters identify key positive points about the organization and continually 'talk up' these points. No positive point is too small. Coach Berry ensures all recruiters have access to these talk-up points (points should at least address the most common questions). Recruiters not only sell the benefits (strengths), but also address the downsides (weaknesses). One way that recruits can see the strengths and weaknesses of Army Football and Academy life is by visiting the Academy. During these visits, recruits are paired with a Plebe (freshman) and can view life at the academy first-hand. Also, the recruit can clarify questions and make a more informed decision about attending the Academy.

Recruiters must continually inform recruits that what they are being recruited for is extremely important and will have a tremendous impact on their lives. In essence, the recruits will have to give up certain things in order to do special things—challenge their dreams. Recruiters should make the recruits accept hard work and make them feel elite.

B.   CASE STUDY 2: COACH DAVE ROBERTS, UNIVERSITY OF SOUTH CAROLINA (USC)

1.   Background of Organization

The University of South Carolina Football team is a nationally ranked (NCAA) Division I football team. Each year, the USC coaching staff recruits numerous individuals to attend USC to play football for the Gamecocks. USC had an extremely successful 2000 season, achieving the biggest turnaround in the history of the Southeastern Conference (SEC) and the fourth-largest turnaround in NCAA history by attaining an 8-4 record, including a win in the Outback Bowl. The 2001 season was equally impressive. USC earned a 9-3 record, including a bowl victory against Ohio State, and was nationally ranked 13th in both the Associated Press and the USA Today/ESPN Coaches' Poll. (USC Sports Web Page, 2002)

USC accomplished this impressive record thanks to a dedicated coaching staff and solid recruiting. Through his recruiting strategy, Assistant Coach Dave Roberts, head recruiting coordinator, contributed a great deal to the success of the program. Coach Roberts is recognized as "one of the country's top recruiters." Additionally, "In both 1994 and '95, Roberts was rated as the number 1 recruiter in America by *Football Prep Report* magazine" (USC Media Guide, 2001, p. 104).

Once again, Coach Roberts and the other coaches at USC, recruited an outstanding class for the 2002 season. Nationally recognized Recruiting Analyst Tom Lemming ranked USC's 2002 recruiting class as number eight in the country (Hudson, 2002, p. 2).

2.   Constraints

USC football faces the same NCAA rules and regulations that Coach Berry at West Point faces. In addition, USC faces its own set of constraints, including Coach

Holtz's high standards for the program. Coach Holtz is not willing to recruit solid athletic performers if they lack good character. In contrast to West Point, USC is limited in the number of athletic scholarships that it can award.

3. SWOT Analysis

a. Strengths

Analysis revealed the following strengths:

- **Coach Lou Holtz.** Coach Holtz is a well-known and successful college football coach with over 40 years of coaching experience, including a National Championship while head coach at Notre Dame.

- **USC's academic standards**.

- **Top 20 Team.** USC is a Division I football program which placed in the top twenty and appeared in bowl games in the 2000 and 2001 seasons.

- **Coach Roberts**. Coach Roberts is recognized as one of the best, if not the best, football recruiters in the nation.

- **Committed Staff.** Coach Holtz and his staff are fully committed to ensuring the future success of the USC football program.

b. Weaknesses

The following factors were identified as weaknesses:

- **Facilities.** Prior to Coach Holtz's arrival, facilities—including the stadium, weight rooms, and dormitories for football players—were unsatisfactory when compared with those of other SEC schools.

- **Location of Stadium**. USC's Stadium is not located within the campus; rather, it is located a few miles off campus.

c. Opportunities

The opportunities include:

- Sell the benefits of the school.

- SEC Conference. USC Football is a member of the SEC, one of the most competitive NCAA Division I conferences in the nation.

- Recruiting source pool. There are a large number of high-caliber high school football players in the South Carolina area.

- Campus Location. USC is a city campus located in downtown Columbia, South Carolina.

- Coach Lou Holtz's excellent reputation.

d. Threats

Threats to recruitment include:

- **Competition.** Primary competitors are the other big football programs in the surrounding states that also hope to recruit the top talent. Competitors for recruits include schools such as Clemson, North Carolina, North Carolina State, and Georgia.

- **NCAA rules.** NCAA rules are strict and must be adhered to at all times in order to maintain NCAA certification. Failure to follow NCAA rules could result in severe punishment and restrictions on the program.

4.   Recruiting Strategy and Tactics/Methods/Techniques (TMTs)

The information is this section comes from a personal interview with Coach Dave Roberts. The overall strategy of the recruiters at USC is to identify high-quality players who can contribute to the USC football program. Once the recruiter identifies the recruit, he must build a relationship with the recruit and find out what the individual is all about. USC coaches want to know if the recruit is a fighter: will he fight for the coaches and other players in the USC football program? Also, the coaches at USC want to know three things about a recruit: can the coaches trust him? does the recruit care? and is he committed to excellence?

Coach Roberts stressed the importance of establishing and maintaining standards. "One cannot lower the standards; the only thing you can do is bring the standards up. Raise the standards [recruiting parameters] so you can eliminate more up front." USC seeks to recruit individuals of tremendous character, people who will ?fight their tail off' for the program. At USC, the good individuals [recruits] bring the mediocre [recruits] up to standard, or the mediocre players leave. Once all the recruits are up to standard, USC continues to raise the bar.

Next, Coach Roberts discussed the importance of developing a relationship with the recruit. Coach Roberts feels that, as a recruiter, he has to get one-on-one with the recruit and find out about him. Coach Roberts needs to sell the individual on USC, but he also has to tell the recruit how it is. Additionally, it is important to know the recruit's family because they are going to influence the recruit. Coach Roberts' preferred technique for maintaining a relationship with a recruit is by making periodic short phone calls lasting approximately two minutes. Coach Roberts calls just to talk and have a good time and continually tell recruits about the standards of the USC football program.

Coach Roberts does not pressure the recruit or ask him if he will sign with USC; nor does he pressure the individual by asking who else is recruiting him.

Third, Coach Roberts discussed the importance of having accountability for the recruiters. "If the recruiters at USC bring in recruits that cannot play, the recruiters will not remain in the organization. Recruiters need to stick their name on the recruit." Recruiters must be evaluated on how successful their recruits are. If the recruiter is unsuccessful, the organization needs to crosscheck him and find out why. When a recruiter picks 22 recruits, and 18 remain in the program, he's doing well. If a recruiter picks out 18, and only two remain, then the recruiter needs to do a better job. An organization must make the low performers more productive.

Good performers should be rewarded. The organization should use monetary or some other type of incentive (a trip to Hawaii, a plaque, a TV—anything that drives the individual to do well) to reward successful recruiters. The organization also should let recruiters know that failure is not an option. Recruiters either perform or get out. A reward system is very important.

Because coaches have a vested interest in the individuals they recruit, they are personally involved in the recruiting process. Additionally, everyone in the organization, including the players, have a role in recruiting athletes. Players and coaches often talk with the recruits to educate them about the program. However, overall responsibility for a recruit lies with the recruiter. The individual that brings the recruit to the program takes 'ownership' of the recruit. Coaches at USC know the recruiting parameters. "All recruiters will have some misses, but overall, there better be a majority of good quality players."

In order to overcome weaknesses and take advantage of the strengths and opportunities at USC, the coaches implemented several initiatives. Coach Holtz first tried to turn every negative into a positive by identifying any aspects of USC football that were not first class. Holtz started with academics, making sure that players attended their classes and received the necessary additional instruction, thus increasing the graduation rate among his players. Second, Holtz analyzed living conditions and food and found that USC could not compare with other football programs in the SEC. USC built new,

first-rate dormitories for players and improved the food service, which is now considered to be among the best in the conference. Third, USC was not physical enough. USC players were not big, fast, or strong enough to compete effectively in their conference. As a result, USC hired a new weight coach and upgraded the locker rooms and weight rooms. Fourth, USC developed a list of all the positives about the city and the school, and then continually stressed the positives to the recruits. Finally, USC made a commitment to get South Carolina players. The first step in achieving this commitment was to build rapport with the high school coaches in the state. Once this rapport was developed, USC was able to rely on the local coaches to assist in the recruiting process. In order to maintain the rapport with the high school coaches, USC continually updates them on their former players' contributions to the USC football program. The USC football staff uses published newsletters, phone calls, and emails to give updates to the South Carolina high school football coaches.

Coach Roberts concluded his remarks by stating that every organization has been down at some time. Before Coaches Holtz and Roberts joined the program—and for their first few years on the job—USC football was at a low. However, through change, Holtz built the USC program into a consistent top-twenty Division I football team. Roberts stressed the need for change:

> Within the organization, there are always people that have all the answers, and there are always people that have done it this way for 20 years and never want to change. If things are not going right, you have to change.

It becomes necessary to change the perception of everybody in the organization. If the current process is not working, somebody has to say it is not working and implement changes in order to recruit more effectively. The leadership must be willing to say that we are going to get it done *this* way, and if you do not like it, "hit the road." Strength lies at the top of the organization, and the top must be committed to change.

C. CASE STUDY 3: CAMERON-BROOKS, INC.

1. Background of the Organization

Cameron-Brooks is a professional recruiting firm that specializes in placing Junior Military Officers (JMOs) into development careers in the business world (Cameron-Brooks website, 2002). Cameron-Brooks is perhaps the most relevant case study because it mirrors the SF recruiting process most closely. Similar to SF, Cameron-Brooks recruits only for that "special person" and accepts only 12% of applicants. More specifically, similar to SORC, Cameron-Brooks is a third-party recruiter. That is, Cameron-Brooks does not recruit individuals for itself, but for placement in other organizations. Cameron-Brooks looks for very special junior military officers who meet specific and high qualification standards. Once Cameron-Brooks has accepted a candidate, the firm then mentors and trains him or her to enter corporate America. In 36 years, Cameron-Brooks has never lost a corporate client.

2. Constraints

Roger Cameron takes only the top JMOs who meet strict initial screening parameters. Cameron's acceptance rate for JMOs is only 12%.

3. SWOT Analysis

a. Strengths

The following strengths of the organization were identified:

- **Committed and extremely talented staff.** Roger Cameron has been identifying top talent for 36 years. The individuals that work for Cameron-Brooks are among the top in the industry.

- **Passion.** Roger Cameron is extremely passionate about finding individuals and placing them in successful careers. Additionally, Roger Cameron is committed to seeking the best fit for an individual when placing him or her in corporate America.

- **Placement.** Cameron-Brooks places 100% of the candidates it represents.

- **Reputation.** JMOs have a love-hate relationship with Cameron-Brooks. The great officers love Cameron-Brooks, and the weaker officers hate Cameron-Brooks.

b.   *Weaknesses*

No weaknesses were identified.

c.   *Opportunities*

The following opportunities were identified:

- **Reputation.** Cameron-Brooks has the ability to continually attract top-quality candidates based on its solid reputation. Additionally, companies continually try to sign with Cameron-Brooks in order to hire Cameron-Brooks candidates.

- **Alumni.** Cameron-Brooks alumni are in senior-level positions in numerous Fortune 200 companies.

- **Referral.** Cameron-Brooks' high-quality candidates generally refer other high-quality candidates.

d.   *Threats*

The following threats were identified:

- **Competition.** Other JMO hiring firms, such as Orion International and Lucas Group, are competitive.

- **Initial Screening Parameters.** High initial screening parameters significantly reduce the source pool.

4.   Recruiting Strategy and Tactics/Methods/Techniques

The information in this section is from an interview with Roger Cameron, co-founder of Cameron-Brooks, Inc., and the individual responsible for all aspects of recruiting JMOs.

Cameron-Brooks' philosophy is to screen very tightly in the field (JMOs seeking acceptance by Cameron-Brooks) and place 100% of those whom they accept. During the interview process, Cameron-Brooks is looking to eliminate those who do not meet their rigorous standards, and the firm signs only the best of the best. Cameron-Brooks' recruiters receive no benefit from saying "yes" to someone when they should have said "no." Doing so would saddle them with a possible liability.

While the industry average for placement of recruits is 30%, Cameron-Brooks places 100% of its candidates. Thus, Cameron Brooks is able to live up to one of its fundamental philosophies: only when Cameron-Brooks does for the candidate what is best for the candidate, will it turn out best for Cameron-Brooks.

Cameron-Brooks understands the importance of reputation. The firm places its imprimatur on every individual it recruits and, thus, is not willing to put out the effort and time for a candidate who is not committed. The intention is to place the candidate with the right company the first time.

The first step in Cameron-Brooks' interview process is to first determine why a Cameron-Brooks recruiter might say "no" to a candidate. Only when the recruiter cannot find a reason to say "no" has Cameron-Brooks determined that the candidate is a match. Also, the firm requires that the chair next to the recruiter be vacant in every interview room; when recruiters interview prospective applicants, they put an imaginary client/company in that chair. Recruiters act as if the client/company representative overhears everything said during the interview. The recruiters ask themselves: "Would our companies tell us to recruit this person or not?"

Cameron-Brooks is looking for people who want to go to the top 10% of the organization they join. In order to identify these individuals, Cameron-Brooks utilizes two source pools: referrals from accepted candidates and alumni and candidates from the general military population. The firm then conducts a general mailing to all individuals who meet the recruiting parameters. The bulk of the candidates they accept, however, come from referrals. Those referred to Cameron-Brooks have an acceptance rate of roughly 80%, as compared to 12% for the general population (non-Cameron-Brooks' referrals).

Cameron-Brooks seeks referrals from newly accepted candidates. While the firm cannot be sure that every individual referred will necessarily leave the service, its recruiters understand that these individuals need information about a civilian career before they can make an informed decision. Once a candidate refers other individuals to Cameron-Brooks, the firm has what amounts to a pre-screened targeted group to go after.

Cameron-Brooks also seeks referrals from alumni. The firm maintains an ongoing relationship with alumni and continues to support them. Alumni, in turn, are extremely supportive of Cameron-Brooks. The firm makes extensive use of its alumni—who are located around the country and are able to identify potential candidates—to assist in the recruiting process.

Cameron-Brooks is truthful when recruiting potential candidates. Candidates attend a mandatory two-hour information briefing so that they understand what corporate America is all about. Cameron-Brooks talks about market conditions and the benefits offered by corporate America. Recruiters do not try to convince individuals to sign with Cameron-Brooks; rather, step one is a "process of elimination," not a process of recruiting. Cameron-Brooks informs the potential candidates what they can expect when they enter corporate America, and these candid conversations scare away many potential recruits. Additionally, Cameron-Brooks requires all candidates to bring a tape recorder to all meetings and interviews. The company's attitude is: if Cameron-Brooks cannot put it on a tape, then it shouldn't be said.

Cameron-Brooks recruiters adhere to the company's philosophy of screening potential candidates with strict recruiting parameters. When an individual is sitting across from a Cameron-Brooks recruiter, the recruiter asks himself: do I want my name associated with this person? Cameron-Brooks recruiters are looking for several qualities. First is intellect—how candidates think, how they reason, and what their ability is to come to quality conclusions. Second, Cameron-Brooks looks at attitude—the will to take on tough, but necessary jobs that other people do not want. Attitude also entails the desire to go the extra mile and deal with roadblocks. Third, Cameron-Brooks looks for skill. However, skill is least important because if individuals have the first two qualities, then skill can be taught. Fourth is autonomy—can the individual operate autonomously in a variety of situations? Autonomous people in corporate America take responsibility and shoulder decisions. As Roger Cameron states:

> You do not have time, when things are moving fast and quick, to gather everyone together and build consensus. Therefore, it is imperative to attract people with intellect, self-confidence, and people who understand they need to take calculated risks.

Finally, Cameron-Brooks recruiters require all candidates to provide documents reflecting their performance, including high school and college transcripts and all evaluation reports. By requiring documentation, Cameron-Brooks is able to validate the potential candidate's qualifications.

Once Cameron-Brooks accepts a candidate, it then invests the time and money to develop and train him or her. Once the candidate is ready for corporate America, Cameron-Brooks takes a great deal of time ensuring the candidate's proper fit into a company. The fit between the candidate and the company is crucial for long-term satisfaction. If the fit is not there, and if Cameron-Brooks feels it will not be a long-term situation, Cameron-Brooks does not recommend the candidate to the company. Cameron-Brooks feels it is imperative to find a company whose values mirror the candidate's. The philosophy of an organization is permanent, and an individual either likes it or not. Candidates must demonstrate to Cameron-Brooks recruiters that it is in their best interest to have the same objectives as Cameron-Brooks' client companies. The ideal is a 100% company fit and a 100% position fit. This results in a "win-win-win" situation for the company, for the recruit, and for Cameron-Brooks.

An important aspect of transitioning JMOs to corporate America is involving the candidate's spouse in the process. Cameron-Brooks embraces the responsibility of dealing with people's lives, futures, careers, and families and prefers that its candidates make a team effort with their spouses when they decide to enter corporate America. Cameron-Brooks strongly encourages candidates to bring their spouses to all meetings and interviews, and roughly 80% of the married candidates bring their spouses to conferences. By involving the spouse, Cameron-Brooks ensures that client and the spouse walk into corporate America knowing what to expect. Roger Cameron feels that, from a career standpoint, one's closest relationship should be with one's spouse. The second closest relationship, from a career standpoint, should be between the individual and his or her company. If the three are not congruent, there will be issues, and at least one of these sets of relationships may come apart. Additionally, since Cameron-Brooks requires candidates to bring a tape recorder to every interview, if the spouse cannot make the meetings, at least he or she can listen to the tape. That is how important Cameron-Brooks thinks it is to involve the spouse.

Cameron-Brooks looks at the long term when placing recruits, attempting to place recruits in a company for at least three to five years. The firm has no guarantee or reimbursement policy for candidates who leave a company after placement. However, if a company has a problem with a candidate, Cameron-Brooks refunds the company's fee.

Cameron-Brooks does not hire recruiters often. However, when hiring recruiters, the first thing Cameron-Brooks does is to ensure that the potential hire buys into the Cameron-Brooks philosophy. The potential hire must understand Cameron-Brooks' philosophy and how Cameron-Brooks does business. Recruiters must know that if they are going to take the Cameron-Brooks name out and give it to a candidate, they had better give it to the right person. Cameron-Brooks does not offer incentives to its recruiters. Instead, recruiters get paid a base salary to do their job.

In conclusion, Cameron-Brooks believes that abiding by its philosophy is paramount. If its employees do not buy into the philosophy that Cameron-Brooks is dealing with families' lives, then they do not belong with Cameron-Brooks.

D.   CASE STUDY 4: PEROT SYSTEMS

1.   Background of Organization

Perot Systems is a worldwide provider of information technology services and business solutions to a broad range of clients. Perot Systems helps clients transform their business by integrating information systems and operating and improving technology and business processes. Perot Systems has relationships with numerous industries, including financial services, healthcare, energy, travel and transportation, communications and media, insurance, and manufacturing. Perot Systems has more than 8600 employees and generates over $1 billion in annual revenue (Perot Systems Web Page, 2002).

2.   Constraints

Perot Systems is constrained by the high standards it demands from the individuals it recruits. Individuals must display unyielding integrity and must pass background checks and drug-screening tests.

3.   SWOT Analysis

a.   *Strengths*

The following strengths were identified:

- **Solid Financial Performer**. Perot Systems is a small entrepreneurial corporation that generates over $1 billion in annual revenue.

- **Autonomy**. Employees have a lot of latitude to make decisions and make things happen.

- **Committed and High-caliber Employees**. Perot Systems is made up of individuals who are fully committed to ensuring the continued success of the company.

- **Placement Rates**. 98% of the individuals hired by Perot Systems remain with the organization more than 180 days.

- **Associate Referral System.** 28-32% of hires are a result of the associate referral system.

b. *Weaknesses*

The following weaknesses were identified:

- **Internal Placement.** Perot Systems needs to more effectively manage the placement of individuals within the company so that they can be utilized optimally.

c. *Opportunities*

The following opportunities were identified:

- **Sell the benefits of the organization.**

- **Ross Perot, Sr.** Ross Perot, Sr. is a widely known and respected individual in corporate America.

- **Exclusiveness.** Perot Systems hires the best of the best.

- **Market.** Currently, there are a lot of individuals seeking employment in the marketplace.

d. *Threats*

The following are potential threats:

- **Competition**. Other similar companies, including EDS and IBM.

- **High Recruiting Parameters**. In addition requiring proficiency in one's skills, Perot Systems that recruits understand and accept Perot System's set of core competencies. Additionally, recruits must pass both background checks and drug screening. These recruiting parameters significantly reduce the source pool from which Perot Systems recruits.

4. Recruiting Strategy and Tactics/Methods/Techniques

The information is this section was gleaned from an interview with Gill Brown, Manager for Perot Systems worldwide recruiting.

First, Perot Systems is a company run according to a set of defined values. From the company's point of view, talent ensures the company's success. Recruiters know and believe in the values of the company and bring in potential hires who align with that set of values. Perot Systems demands that its recruiters know the vision and message of the

company, as well as the challenges the organization faces today. This enables the recruiters to find that talent which best fits the organization's culture.

One of the tough parts of recruiting is finding the right individual and identifying talent. Recruiters look for an individual's values first and skill second. Perot Systems strives to hire people with character, who can learn any needed skills on the job. Once identified, candidates are screened proactively via an initial recruiter screen. Then, a representative from the section of the company for which the recruiters are recruiting the individual also conducts a phone screen and a technical screen. Once an individual passes the initial screens, then the recruiters bring that individual into the company to meet with three or more people who conduct behavioral interviewing. The interviewers are looking for a certain set of values played out through the recruits' life experiences. Recruiters find out how the individual is motivated and how he responds to challenges. In the current market, which consists of many job-seekers, individuals are interested in talking about several different job opportunities. The challenge for Perot Systems now is to weed through all of the unqualified to identify the top talent.

Many view recruiters as used car salesmen who will do whatever it takes to get the individual in the door. That is exactly what Perot Systems does not want. Gill Brown, states, "It is extremely important to stress the culture of Perot Systems to the recruit. Do not lie to individuals; recruit with integrity." In order to accomplish this, Perot Systems conducts recruiter training to educate the recruiters about the company. Recruiters must understand the company's values and bring in individuals who understand and live by those values, as well. Recruiters are urged to recruit with the utmost integrity and create a relationship with the recruit; to let them (the recruits) know the challenges of the job Perot Systems is offering, but also to let them know the rewards. When calling individuals, recruiters should keep the calls short by having an agenda and knowing something about the recruit. They should immediately identify themselves and the company and state the purpose of the call. While recruiters are expected to add some 'sizzle' to recruiting, they should be forthcoming and respect people's time. They must consistently reiterate the standards of the organization to ensure that the recruit understands the culture of Perot Systems. The purpose of a call is to create a win-win

situation for both the organization and the recruit. Perot Systems never wants to place someone in a job that is not the best fit for him or her.

Perot Systems uses a number of targeted techniques to bring people into the organization. First, the need and the skill set are identified, and then the database is searched. Additionally, calls are made to individuals in order to network. It is important to build a relationship with individuals.

On rare occasions, Perot Systems utilizes recruiting agencies. When a third party supplies a recruit, Perot Systems requires a 180-day guarantee—an agreement that the hire will remain in the organization for at least 180 days. Often, placement agencies do not like the 180-day guarantee, for the placement agencies do not believe they should be responsible for the hiring company's management. Perot Systems also expects the agency supplying recruits to get to know, through the recruiter, who the managers are and how they operate. Recruiters at Perot will also screen recruits that a third party offers. It is important to be very specific about the parameters under which third-party recruiters are working. Also, when using recruiting agencies, it is necessary for Perot Systems' recruiters to tie themselves closely to third-party recruiters and let them know that they are a business partner who needs to understand how Perot Systems operates.

All of the people at Perot Systems understand the values of the organization, a fact that helps perpetuate the company's culture and enables the company to use associate referrals. The referral system is a great resource that can be tied in with other sources of recruiting.   28-32% of individuals came in through the associate referral program. Referred recruits are put into the database, then tagged with name of the person who referred the recruit to the organization. The significant number of hires throughout the referral system signifies that associates are referring good people to the organization. People do not want their name attached to someone they do not believe in. Also, if a referral is hired, the associate who referred the individual is rewarded for his efforts. Rewards vary based on the caliber of the hire. Referred individuals still have to go through the screening process, but referrals are undoubtedly a good source of candidates.

Perot System tracks and measures the results of its recruiters. Management knows the exact source of every hire that comes into the system and, thus, can track

success. Measures of effectiveness (metrics) for recruiters include customer satisfaction surveys. Here, the hiring manager critiques how well he was serviced. In addition, Perot Systems tracks whether a hired individual remains with the company 180 days. If a hire leaves within 180 days, Perot Systems needs to know why the recruiter placed an individual that was not a good fit in the organization. At Perot Systems, approximately 98% of hires stayed on at least 180 days. Soon, Perot Systems will implement a system in which the hiring managers will grade the recruiters on how well they serviced the hiring managers. Similar to customer satisfaction surveys, critiques will include items such as: my recruiter fully understood what my need was; they delivered on the date required; and the recruiter provided me well qualified candidates from a number of sources. The critique will also ask for feedback on how the process can improve.

Incentives are not paid for each individual recruited. Recruiters are paid a base salary because they are expected to perform the job they were hired to do. However, when recruiters go above and beyond their job, that warrants some type of incentive. Incentives may include spot bonuses, weekends away, or other creative incentives.

Ross Perot, Sr. provides the following comments:

The best organizations recruit the top individuals; they do not just recruit anyone. If you want to be the best of the best, recruit from the top 2% of the organization; others will strive to reach that top 2%. Make recruits feel elite.

Additionally, Ross Perot, Sr. stressed the importance of utilizing some of the Special Forces legends that have a story to tell. Have the legends take part in recruiting high-caliber recruits. Make a video and distribute it to highly sought after recruits. Allow the recruit to share the video with family and friends. Once family members are sold on the individual attending SF, they too will assist in encouraging the individual to become SF qualified.

E.   CASE STUDY 5:   DELL COMPUTERS

1.   Background of Organization

Dell is one of the world's most preferred computer systems companies and a premier provider of products and services required for building information-technology and Internet infrastructures. Dell sells computing products and services based on industry-standard technology directly to companies. Revenue for the last four quarters totaled $31.2 billion, and the company employs approximately 34,600 team members around the globe (Dell website, 2002).

Dell's recruiting staff consists of about 40 individuals, who expect to hire approximately 4,000 employees in 2002. On average, Dell recruiters will have to sift through about four candidates for every one hire. Thus, the 40 Dell recruiters will have to screen 16,000 candidates this year. Despite the huge workload, Dell recruiters must not only fill all of the vacancies, but also fill them with quality people.

2.   Constraints

The current market for hires is strong. Therefore, Dell's 40 recruiters must screen approximately 16,000 potential hires in order to identify 4,000 hires this year.

3.   SWOT Analysis

a.   *Strengths*

Dell has several strengths:

- **Committed and extremely talented staff**. The number of Dell recruiters dropped from 140 to 40 over the last several years. Only the top 40 recruiters remained with the company.

- **Brand Name.** Dell's name is synonymous with quality computers.

- **Associate Referrals.** 37-40% of all Dell hires are a result of associate referrals.

- **Location.** Dell is headquartered in Austin, Texas.

b.   *Weaknesses*

Only one weakness was identified:

- **Number of Recruiters**. Dell's 40 recruiters must screen approximately 16,000 potential hires this year.

c.   *Opportunities*

Several opportunities were identified:

- **Reputation.** Dell can capitalize on its sound reputation in the computer industry.

- **Location.** Sell benefits of living and working in Austin, Texas.

- **Performance.** Over the last ten years, Dell's performance in the market has been nothing short of extraordinary. Individuals that want to work for a company which continually excels will want to come to Dell.

d.   *Threats*

One threat was identified:

- **Competition.**   Other computer systems companies, such as IBM, Gateway, and Apple.

4.   Recruiting Strategy and Tactics/Methods/Techniques

This information was taken from interviews with Dell recruiters Stacey Smith, Chemine Peters, Kacy Green, Amy Nelson, and Julian Sanchez.

Dell searches for potential hires from both internal and external sources. When promoting employees from within the organization, Dell's recruiters identify the top performers within the company using a semi-annual Organizational Human Resource Planning (OHRP) and a succession planning process. This planning process is used especially as individuals move up the chain. The recruiters at Dell work with the human-resource generalists in each line of business to actively find the people to fill the higher-level jobs. Through the planning process, Dell recruiters identify the top ten to 20 individuals, then determine whether they are ready for promotion now, in 12 months, or in two-plus years. Dell identifies the top performers in the organization based on their individual performance reviews. In addition to OHRP, Dell has an internal posting system for jobs. This enables the recruiters to screen individuals who are interested in a job opening and to check their evaluations. Finally, for basic entry-level jobs at Dell, Dell posts jobs and has people apply for them.

In addition to skill-set identification, Dell works off of a competency-based interview process. All Dell recruiters undergo a week of training on the recruiting methodology at Dell, which includes the interview selection process. When conducting an interview, Dell recruiters use "tickets to entry" into Dell, which are based on the organization's core competencies. Dell's competencies, which come from the top down, include: integrity, trust, drive for results, dealing with ambiguity, motivation, and building effective teams. Next, Dell recruiters focus on the competencies that Dell feels make up a successful profile. By looking at its top executives and people that were promoted, Dell came up the key leadership competencies that it uses to judge all Dell employees.

In Dell interviews, which last most of the day, numerous interviewers provide potential hires with information and question them on Dell's core competencies. Dell recruiters feel that it is not sound to rely on just one interviewer and, therefore, use more than one interviewer to evaluate each candidate. At the end of the day, the interview team meets to discuss results or sends the recruiter their interview feedback in order to pool results. Once the recruiters identify a possible hire, Dell recruiters present the individual, and a department hiring manager and hiring team make the final decision. Thus, the hiring process is a team selection which makes for very consistent hires.

Dell wants candidates to clearly understand the type of job and organization they are being considered for during the interview process. Dell recruiters understand the importance of identifying a good fit between individual and company. First, recruiters clearly understand that they play a big part in affecting families' lives. Second, it costs more to place the wrong person in the job and then have to remove him or her. Therefore, it is important to spend more time at the front end of the process to ensure the best fit. In order to identify the right fit and inform potential hires about life at Dell, recruiters clearly understand Dell's work environment, culture, core competencies, and the job that they are recruiting for. Dell recruiters feel that it is important to live the job in order to be able to explain the job to candidates. For the most specialized and technical jobs, Dell utilizes a special kind of recruiter who knows what to look for and can explain the intricacies of the job. This is important because part of a recruiter's job is to explain the downsides while selling the benefits of the organization. In order to judge

the effectiveness of its recruiters, Dell tracks numerous statistics. Dell is able to determine if recruiters are presenting hiring managers with individuals who are good fits for the organization.

An additional method used by Dell recruiters to fill vacancies is associate referrals. Approximately 37-40% of all hires are associate referrals. Great performers at Dell tend to refer other great performers. Additionally, after working at Dell for a period of time, employees know and understand the company's values and work environment. Therefore, employees generally refer individuals that fit into the Dell organization. Referrals at Dell yield better-quality hires. Dell also offers cash to employees that refer individuals if the referral is hired. Referrals are also used when attempting to fill specific positions that are tough to fill. Dell recruiters ask employees to identify two people whom they worked with that were great performers. Through this process, recruiters are able to identify quality individuals for hard-to-fill positions. While referrals are a great source, individuals tend to refer individuals like themselves. Thus, referrals may not help in achieving diversity within the organization.

At senior-level jobs, spouses are included in the recruiting process. Recruiters try to get the potential hire and spouse to Austin for a weekend, where executives take them to dinner to try to sell them on the benefits of Austin. Additionally, recruiters continually address the core competencies, work environment, and culture at Dell.

Dell recruiters clearly understand the importance of finding the proper individuals for the organization. Therefore, recruiters spend a significant amount of time screening and interviewing candidates to ensure that they understand Dell's competencies and values and that the potential hire will be a good fit for the organization.

IV.   CASE STUDY ANALYSIS

Set the bar high, go after the top 2%. The elite go after the elite

–Ross Perot, Sr.

A.   INTRODUCTION

This chapter focuses on the successful recruiting Tactics, Methods, and Techniques (TMTs) that were utilized by one or more of the five organizations represented in the Chapter III case studies. A total of fifteen TMTs were identified within the five organizations studied. The TMTs were evaluated using four defined screening criteria selected and defined prior to the case study research. The screening criteria were 1) feasibility; 2) acceptability; 3) legalities; and 4) adaptability. The TMTs that met all four of the screening criteria were selected, while those that did not pass one or more of the screening criteria were discarded (Figure 4.1) for the purposes of this study. A matrix (Figure 4.2) was developed to identify which TMTs were used by each of the five organizations. The screening criteria assisted in determining which TMTs might be applicable to the SF recruiting process.

B.   SCREENING CRITERIA

The following screening criteria were selected to measure the relative effectiveness and efficiency of each of the TMTs and to assist in determining which were applicable to the SF recruiting process. The screening criteria are defined below, followed by "yes" or "no" questions used to test whether or not the TMTs meet the criteria.

1.   Feasibility

This criterion was selected to determine whether the TMT contributes to accomplishing the mission in terms of available time, space, and resources (FM 101-5, 1997, p. 5-11).

- Is the SF recruiting organization capable of implementing this TMT?
- Does it require special skills? (SF Planning, 1997, p. 20)

2. Acceptability

This criterion was selected to determine whether the advantage gained by executing the TMT justifies the cost in resources (cost-benefit) (FM 101-5, 1997, pp. 5-11).

- Is the TMT cost-effective?
- Do the benefits of implementing the TMT outweigh the risks?
- Does it violate any of the higher command's prohibitions or requirements? (SF Planning, 1997, p. 14).

3. Legalities

This criterion was selected to determine whether the TMT meets the legal requirements and regulations of the United States Military.

- Does the TMT violate any existing rule or regulation, and is the variable in compliance with the Anti-Deficiency Act?

4. Adaptability

This criterion was selected to determine whether the TMT could be modified in order to be implemented into the SF recruiting process.

- Can this TMT be transferred from a civilian organization and implemented into the SF recruiting organization with similar success?

C. SCREENING MATRIX

The five organizational cases in Chapter III were used to identify all of the recruiting TMTs that the organizations employed. Using the four screening criteria, twelve of the fifteen TMTs were selected as meeting the criteria, and three were discarded because they failed to meet one or more of the criteria. The results are displayed in Table 4.1. Each of the twelve that met the screening criteria was implemented into the final recommendations and conclusions.

Tactics, Methods, & Techniques	Screening Criteria			
	Feasibility	Acceptability	Legalities	Adaptability
Organizational Goal Congruency	X	X	X	X
Compensating Recruiters for Hiring Successful Recruits	X			X
Employee Referral System	X	X	X	X
Offering Financial Incentives to Potential Recruits	X			
Employee Referral System	X	X	X	X
Ownership	X	X	X	X
Recruiters Organizational Knowledge	X	X	X	X
Feedback	X	X	X	X
Recruit Fit and Organizational Fit	X	X	X	X
Target the Best	X	X	X	X
Actively Recruiting Non-U.S. Citizens				X
Incentives	X	X	X	X
Metrics	X	X	X	X
High Parameters	X	X	X	X
Establish a Relationship with the Recruit	X	X	X	X

Table 4.1.   Screening Criteria Matrix.

D.   SUCCESSFUL TACTICS, METHODS, & TECHNIQUES (TMT)

The following TMTs, which were identified within the organization(s) used in the case studies, met the screening criteria:

- **Goal Congruency.** Agreement, harmony, and conformity in reaching the purpose toward which an endeavor is directed. The entire organization is working towards the same bottom-line, whether it be winning, market-share, or manpower requirements.

- **Employee Referral System.** These are systems in which employees refer potential hires to the organization. These systems tie the entire workforce into the recruiting process and increase the opportunities to attract people to the organization.

- **Recruiters' Organizational Knowledge**. Recruiters understand the type of job they are recruiting for. Recruiters are able to knowledgeably discuss positive and negative aspects of the job they are hiring for. Recruiters have

experience in the jobs and/or the departments they are recruiting for. Recruiters understand and uphold the values of the organization.

- **Recruit Fit and Organizational Fit**. Recruiters recruit to ensure that the best "fit" exists between the organization and the recruit, and vice-versa. Recruiters create a win-win situation for the company and recruit. "Fit" includes a candidate's ability to meet the values, goals, and standards of the organization.

- **Target the Best**. Recruiters identify, contact, inform, and hire the most qualified candidates within the market. They set clear recruiting parameters and go after the best.

- **Incentives.** Incentives include fear of punishment and the expectation of rewards, which induce action or motivate effort. Incentives are usually designed to support the goals or bottom-line of the organization.

- **Metrics.** Standards of measurement are used to track and identify effectiveness and inefficiencies in certain areas of recruiting. They are usually designed to measure support or lack of support in meeting the goals or bottom-line of the organization.

- **High Parameters.** The organization sets high initial screening parameters to weed out the weak performers and identify the top performers. High parameters make the accepted recruit feel elite. High parameters entice above-average performers to meet elite standards.

- **Establish a Relationship with the Recruit.** The recruiter develops an effective relationship with the potential recruit. The recruiter maintains the relationship through phone calls, emails, and personal contact and keeps an open dialogue going. The recruiter involves in the recruiting process everyone who directly influences the recruit, including spouse, family, and friends. The recruiter pays special attention to anyone that could be impacted by a potential career move.

- **Ownership**. Recruiters are directly "attached" to their recruits. A formal and informal responsibility is established between the recruiter and the recruit. The recruiter develops a vested interest in the candidate that he brings into the organization. The recruiter's name is "attached" to the recruit.

- **Feedback.** Recruiters receive feedback. Meetings, surveys, and/or personal communications are used to convey to the recruiter how he or she is doing and whether he or she is meeting the requirements of the organization.

E. **TACTICS, METHODS, & TECHNIQUES (TMT)/ORGANIZATION MATRIX**

The TMT/Organizational matrix shows which of the successfully screened TMTs were used by the five organizations chosen as recruiting case studies. The chart uses an

"X" to indicate that a TMT was present within the organization and an empty box to show that the organization did not use a TMT.   Additional TMTs may have been used by the organizations; however, they were not revealed during the interview process.

Tactics, Methods, & Techniques											
Organization	Organizational Goal Congruency	Employee Referral System	Recruiters Organizational Knowledge	Recruit and Organizational Fit	Target the Best	Incentives	Metrics	High Parameters	Establish a Relationship	Ownership	Feedback
West Point Football	X		X	X	X		X	X	X	X	NA*
S. Carolina Football	X		X	X	X	X	X	X	X	X	NA*
Cameron-Brooks	X	X	X	X	X		X	X	X	X	X
Perot Systems	X	X	X	X	X	X	X	X	X	X	X
DELL Computers	X	X	X	X	X	X	X	X	X	X	X

*NA-West Point and USC coaches are both the recruiters and end-users of the recruit, hence feedback loop needed.

Table 4.2.   Tactics, Methods, & Techniques (TMT)/Organization Matrix.

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V. CONCLUSIONS AND RECOMMENDATIONS

> Recruiting is the baseline of the organization; it is the foundation. If you
> do not get it right you cannot build a successful organization.
>
> –Roger Cameron, Cameron-Brooks Inc.

A. INTRODUCTION

The following recommendations were developed after a detailed analysis of personal interviews, academic field studies, organizational case studies, historical data, and related analytical studies. This thesis is focused on identifying organizational problems and inefficiencies and to recommend possible organizational changes and enhancements.

Prior to developing these recommendations, the researchers conducted interviews with and gathered facts and information from subject matter experts within the U.S. Army organizations that are involved in, and associated with, the SF enlisted recruiting process. These organizations included SOPO, SORC, SFAS, and SWCS HQ. All of the organizations were extremely accommodating in providing information. The same one-on-one approach was taken with the analysis of the five civilian organization case studies. Face-to-face interviews were conducted with senior representatives from each of these organizations.

Face-to-face interviews with representatives from both military and civilian organizations were conducted for three reasons: 1) in order to get the most accurate data; 2) to observe how the organizations function; and 3) to personally interview the individuals that deal with SF/civilian recruiting and recruiting-related issues on a daily basis.

B. CONCLUSIONS AND RECOMMENDATIONS

Organized under the following ten headings are the conclusions and recommendations of this thesis:

- Ensure that Goal Congruency Exists Throughout the Organization
- Target the Best
- Raise SF Recruitment Standards

- Begin Tracking and Measuring Recruiter Effectiveness

- Attach the Recruiter's Name to Everyone He Recruits

- Establish a Formal SF Candidate Referral Program

- Improve the Recruiter's Knowledge of Special Forces

- Send Our Best Officers and NCOs to SORC

- Ensure that Rewards and Incentives Support the Bottom-Line

- Create a Win-Win-Win-Win-Win Situation

1.   Ensure that Goal Congruency Exists Throughout the Organization

SORC's mission statement is as follows:

The Special Operations Recruiting Company (SORC) conducts worldwide U.S. Army In-Service recruiting in order to provide the ***manpower requirements*** for the United States Army Special Operations Command (Airborne), while fostering a positive command climate that is conducive to the professional and personal needs of the soldiers and their families (Callahan, 2002).

SORC, as an organization, is not designed to support this mission statement. Rather, SORC is designed around the *recruiting mission (quota) requirements* generated by SOPO, and not the *manpower requirements* of USASOC (more precisely for this study USASFC(A)). For FY 01, the *recruiting mission (quota) requirements* were 1800 (SF enlisted), and the *manpower requirements* (number of enlisted SF positions not filled because of an undermanned force) were 523 (for SF enlisted).   If SORC as an organization were designed around the *manpower requirements* of USASFC(A), then the focus would be on the number ***523***, the *manpower requirements* of USASFC(A).

Throughout SORC, the focus is on the *recruiting mission (quota) requirements.* These are what all of the measures of effectiveness (MOE) or metrics are based on—how SORC defines success. If *manpower requirements* were the focus, then Figure 5.1 (provided to the authors by SORC) would not be entirely accurate. The mission (MSN) number and, more importantly, the recruiting focus would be on the *manpower requirements* numbers for each year. These, not the *recruiting mission (quota) requirements* that are depicted in Figure 5.1 would determine SORC's success rate.

SORC MISSION SUCCESS RATE

SF ENLISTED

	MSN	ACH	%
FY00	1800	1820	101%
FY99	1500	1512	100%
FY98	1500	1368	91%
FY97	1500	1470	98%
FY96	1250	1274	101%
FY95	752	768	102%
FY94	661	714	108%

Figure 5.1.   SORC Mission Success Rate. From SORC, 2001.

Because of the disjuncture between *recruiting mission (quota) requirements* and *manpower requirements*, the goals of the "overall SF organization" cannot be considered congruent or in sync. This, then, raises a question: Are SWCS, USASFC(A), and USASOC more concerned with *manpower requirements* or with *recruiting mission (quota) requirements?*

Within the SF recruiting, assessment, selection, and training process, the bottom-line = SF pipeline graduates = *manpower requirements* of USASFC(A) = success for the "overall SF organization." Figure 5.1, a SORC briefing slide, is insignificant to the overall goal of the organization. Why? Because SF training pipeline *graduates* (or lack of graduates) are what affect the *manpower requirements* of USASFC(A). *Manpower requirements* are the bottom-line, and most successful organizations ensure that all components of the organization are focused on, and working towards, the same bottom-line.

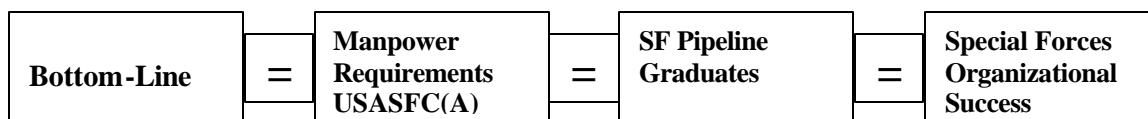| Bottom-Line	=	Manpower Requirements USASFC(A)	=	SF Pipeline Graduates	=	Special Forces Organizational Success

Figure 5.2.   The Bottom Line.

For years, SORC has escaped being the focus when USASFC(A) has looked into manpower shortages. Many have argued that SORC is doing its job and have referred to the chart that appears in Figure 5.1, along with similar data tables. Some common quotes have been: "SORC is meeting its recruiting quota every year"; "If SORC isn't broken, don't try and fix it,; and "Focus your research on SWCS; that's were the number problem exists." These three attitudes sum up what has been done over the past several years. It is interesting to note that significant changes and modifications that have taken place within SWCS, while SORC and its in-service recruiting process have undergone very limited changes.

So long as SORC's "ability to meet the recruiting quota" is used as a metric or measure of effectiveness, it might appear that SORC is doing its job. Yet, this *quantity*-based measure of effectiveness, or metric, is precisely what has been identified as one of the core problems within the SF recruiting process. This *quantity* problem affects all of the organizations associated with the SF recruiting process.

Quality issues end up producing a significant amount of friction among SORC, SOPO, and SFAS personnel. SFAS, for instance, feels that SORC does not supply SFAS with the *quality* individuals that it demands or deserves. In turn, SFAS cannot then supply Phase II and the rest of the SF training pipeline with the *quantity* of individuals that they demand.

SFAS's cadre is extremely dissatisfied with the quality of recruits they receive from SORC. "35% of the candidates we receive from SORC have no business being here in the first place." (SFAS Cadre Interview, January 2002). An example cited was SFAS class 03-02, in which 101 of the 236 candidates supplied by SORC failed the initial APFT.

Yet, SORC is convinced that it is providing SFAS with exactly what SOPO has stipulated that it provide to SFAS, although SOPO feels that SORC is not providing the *quality* individuals that it has asked for.

This friction is due to a goal congruency problem that has resulted in competing interests among these different organizations. Each of the three organizations (SORC, SOPO, and SFAS) believes that it is doing its job and that the other organizations are not.

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It is the authors' opinion that each group is doing what its organization is *designed* to do, as per unit SOPs, regulations, standards, guidelines, etc.

The overall problem is that the three organizations' goals are not in sync and seem to lack congruency. SORC, by design, is *quantity*-focused on supplying a specified number of recruits. SFAS, by design, is *quality*-focused on selecting candidates that meet a defined standard. By design, SOPO, meanwhile, is focused on ensuring that a specified *quantity* of *quality* graduates is supplied to USASFC(A) to fulfill manning requirements.

In FY 01, out of a U.S. Army source pool of approximately 137,000, SORC was required to recruit 1800 personnel. In a sense, that means the overall SF organization (SORC, SOPO, SWCS, USASFC(A)) had 1800 chances to get the "right guys" into SF. If the "right guys" are not recruited, though, there is no chance of having the "right guys" graduate from the SF training pipeline and serve in SF.

An emphasis on *quality* control begins during SFAS and continues throughout the SF training pipeline. In fact, there are very defined quality control measures and standards throughout SWCS. This should begin in SORC. As things are currently done, the overall SF organization does not front-load enough quality control measures. SORC does not begin the process by recruiting *quality*, but, rather, appears to be overly focused on *quantity*. As Roger Cameron of Cameron-Brooks emphasizes, "Recruiting is the baseline of the organization; it is the foundation. If you do not get it right you cannot build a successful organization." (Interview with Roger Cameron, 14 March 2002)

In summary, the overall SF organization does not have goal congruency; that is, it is not focused on **quality** from start to finish. The overall SF organization does not put enough effort into getting the best 1800 candidates (FY 01) in order to produce the number of **quality** graduates that USASFC(A) needs.

Recommendation: SORC, SOPO, and SWCS need to collaborate towards the same end-state, producing a **quality** SF soldier able to conduct effective SF operations. As part of the overall SF organization, they need to synchronize their efforts in meeting the **quality** and **quantity** manpower requirements of USASFC(A).

The nine remaining recommendations describe how all players in the overall SF organization can work together to produce a *quality* SF soldier. 70% of these recommendations focus on SORC, as SORC is the most out of sync when it comes to meeting the *quality* and *quantity* manpower requirements of USASFC(A)—and SORC is where recruiting and screening for *quality* must begin.

2. Target the Best

One of the tough parts of recruiting is up front; finding the individual and identifying talent.

–Gill Brown, Perot Systems

Unfortunately, SORC does not effectively target the best among the Army's source pool of candidates. The bulk of SORC's recruiting effort is conducted using passive recruiting techniques such as posters, commercials, advertisements, handouts, and briefings.

Although passive techniques are effective in getting information out to potential candidates, they do not target the outstanding performers within the source pool. SORC sends a letter to all members of the source pool, identified by SIDPERS, which, in fact, does target the entire source pool. But few recruiting techniques are used to "target the best." By current organizational design, a "stud" and a "dud" within the source pool receive the same attention or amount of recruiting effort.

Recommendation: Continue the passive technique of getting SF information out to everyone within the "source pool," but also begin an aggressive effort to go after the best candidates. The first step is to identify "the best" or, more specifically, those that are the right "fit" (see conclusion/recommendation #10) for SF. Table 5.1 describes a number of non-resource-intensive techniques to identify "some of the best."

In addition to the techniques described in Table 5.1 some of "the best" candidates could be identified using existing U.S. Army databases and personnel record- keeping systems that contain efficiency reports and that identify past achievements, successes, proficiencies, and skills.

Honor Graduates	Identify and target honor graduates of PLDC, BNOC, Airborne School, Ranger School, LRSLC Course, Sapper School, Sniper School, etc.
Ranger School Graduates	Identify and target all Ranger School graduates by acquiring the information from the Ranger Training Brigade or by picking up a graduation program.
EIB, EFMB Awardees	Identify and target successful EIB awardees, EMB awardees, and other qualification programs that evaluate and test skills that are highly sought after by SF.
Soldier / NCO of the Month, Quarter, Year Winners	Identify and target winners of soldier and NCO boards at all levels within MOS's that SF is interested in recruiting. Information is available in post and unit publications.
APFT Excellence Awardees	Identify and target winners of unit and post APFT competitions and similar physical fitness events.
Highlighted Athletes	Identify and target outstanding athletes. A number of post publications give additional details about the individuals that may help recruiters determine if they have other sought-after skills or talents.
Highlighted Academic Excellence	Identify and target outstanding academic achievers. A number of post publications give additional details about individuals that may help recruiters determine if they have other sought-after skills or talents
SF Qualified Soldiers Personal Recommendations	Use the 3900 (+/-) active duty SF personnel throughout the world to help in the recruiting process. Tell SF members exactly what SF is looking for (APFT, MOS, GT, Qualifications, etc) and offer them a non-time consuming method to recommend these individuals to SORC. Put command emphasis at every level on this initiative. Reward members of SF that deliver quality candidates to SORC. (further explained in Conclusion and Recommendation #6)
SF Association Recommendations	Use the thousands of members of the SF Association throughout the world to help in the recruiting process. Tell SF Association members exactly what SF is looking for (APFT, MOS, GT, Qualifications, etc) and offer them a non-time consuming method to recommend these individuals to SORC. This could be very relevant in supporting the new "off-the-street-recruiting" program.
Highlighted Award Winner (military and civilian type awards)	Identify and target outstanding military personnel that are recognized in local papers, unit publications, national publications, on television, and radio. Some of these outstanding achievers may not fit in any of the other categories listed above. (i.e.US Army BEST RANGER participants)

Table 5.1.   Proposed Techniques to Identify Potential High Quality Recruits.

After using targeted techniques, such as those listed in Table 5.1 to identify candidates, recruiters should develop a database to store information about individuals who have been targeted. They can use this new database and the existing SIDPERS database to determine who falls within the "source pool" (meets the basic eligibility requirements: MOS, age, rank, sex, etc.). The next step is to eliminate those that are not eligible to apply to SF and code the rest as "potentially some of the best."

Once individuals have been identified and coded, recruiters should begin aggressively contacting them by personal letter, phone, visits, e-mails, etc., inform them that Special Forces is interested in them, and explain to them why and how they have been singled out for notice. Make it clear that SF is recruiting in a totally different manner; SF is raising its standards and expectations and is aggressively going after the best the U.S. Army has to offer.

Recruiters should use all available SF assets to contact these individuals, incorporating the use of SF Company, Battalion and Group Commanders and SGMs and CSMs for assistance in this initial contact process. For highly sought after recruits, SF "heroes" and SF flag officers can assist in the initial contact process. "Utilize some of the Special Forces legends that have a story to tell. Have the legends take part in recruiting high-caliber recruits." (Interview with Ross Perot, Sr., 11 March 2002) SF needs to make "the best" realize that we want and need them.

Using senior officers and NCOs in the recruiting process could help counter a common issue in SF recruiting: the lack of support for SF from conventional commanders and SGMs. It is very common for conventional commanders and SGMs to discourage some of their best personnel from considering SF. The reasoning is very logical when looking at the situation from the conventional side. Who would want good soldiers to leave their unit or branch?

Some of these targeted recruiting techniques, supported by senior SF officers and NCOs, would help counter some of the persuasion tactics used by the conventional force leadership. At the same time, they would represent an initial step in establishing relationships with *quality* soldiers, in an effort to honestly inform them about both the advantages and disadvantages to serving in SF.

As Ross Perot Sr. stated during an interview:

If you were a young man in the U.S. Army today and an SF colonel or general contacted you and said, 'We want you to try out for SF because we have identified you as one of the best,' wouldn't that make you want to join? (11 March 2002)

Once these "potentially some of the best" have been identified and contacted, a relationship needs to be developed. These potential recruits need to be honestly informed about life as an SF soldier. A number of techniques can be used to establish this relationship and provide these individuals and their families with a complete and honest picture of SF.

One technique is to pay special attention to the recruits by inviting them and their families to attend a first-class, by-invitation-only event. Design this event (see example in Table 5.2) to be something above and beyond the standard SORC SF information briefing. Make the group of "potentially some of the best" the focus or center of attention. Bring in high-quality SF guest speakers, use the best SORC briefer, give the attendees "one-on-one" attention, and provide them with detailed information so that they can make an informed decision. At the event, gather further contact information, find out more about the individuals' qualifications, and, ultimately, determine if they are interested in SF and if they are a good "fit" for the SF organization.

These "special events" could be held periodically at different locations. They would require additional funding and additional work. A number of these events could be tied into "special events" that the SF Battalions and Groups are currently holding, such as SF social events, annual unit events, graduations, significant training events, training demonstrations, airborne operations, change of commands, etc. The form of the events could vary, as long as they are first-class and give potential recruits the opportunity to receive quality information, talk to SF soldiers, and learn something about SF. At the same time, these events must allow recruiters to establish relationships with and gather additional information about the potential candidates.

Where?	Post Banquet Facility, Convention Center, Hotel Conference Room	Choose a first-class location, on-post or off-post, that is easily accessible and suitable for the event.
Who?	SF Guest Speaker	An SF "hero" (former CJCS, Son Tay Raiders, Ross Perot Sr., Vietnam veteran, etc.), SF flag officer, SF Group Commander, etc.
Who?	SORC Recruiting Brief	Best SORC briefing given by the best SORC briefer.
How?	Small Group or One-On-One Question & Answer	Give them time during the "special event" to sit down with 18 series personnel in a small group or one-on-one and discuss SF issues, topics, "life."
How?	SF Mod Demo	Show them and tell them a little about SF.
How?	Recruiters Extract Personal Data and Provide Detailed Information	Gather detailed contact and qualification-type data from the individuals in attendance. Give them the most up-to-date SF literature to take home with them.
How?	SF Souvenirs	Give them some high-quality SF recruiting items.
How?	Serve Food/Beverages	During the event, treat them and their families to some high-quality food and beverages

Table 5.2   Example of a Possible "Special Event."

After the event, recruiters should maintain a relationship with these targeted individuals. Keep all qualified individuals in the database until they sign up, become ineligible, show through some means that they are not "potentially one of the best," or show no interest and request no further contact.

What could targeted recruiting mean to the overall *quality* that SORC provides to the SF training pipeline (Table 5.3)? If the 40 SORC recruiters were each required to target-recruit only one high-quality candidate per month, this could add 480 *quality* candidates to the SF training pipeline per FY. This is in addition to the high-quality and low-quality candidates that sign up under the current *passive* recruiting campaigns. A targeted *quality* quota of two or three per month would be that much better, it appears.

Number of SORC Recruiters	Target **Quality** Recruiting Quota Per Month	Total **Quality** Recruits Per Month	Total **Quality** Recruits Per Year
40*	1	40	480
40*	2	80	960
40*	3	120	1440

*40 of the 47 members of SORC are classified as recruiters, while the other seven are considered administrators, trainers, or processors.

Table 5.3.   How Targeted Recruiting Would Add to the SF Training Pipeline.

Bottom-line: the "overall SF organization" needs to "target the best" and then give them the additional time, resources, and attention that they have earned by their proven performance. If SF wants "the best," then SF must aggressively target and go after "the best" and treat them as though SF thinks they are "the best," worthy of SF's attention.

3.   Raise SF Recruitment Standards

Set the bar high, go after the top 2%. The elite go after the elite.

–Ross Perot, Sr.

SF recruitment standards must be raised and expanded. Two examples are the APFT and GT standards.

The APFT minimum score standard is too low. The APFT score minimum standard for SFAS (the first phase of the SF training pipeline) is 229 points or above (17-21 age group/male), meaning that if an SF candidate does not achieve a score of 229 on the initial APFT and the re-test at SFAS, he is immediately dropped from the SF training pipeline. Yet, SORC is allowed to send up to 25% of recruits to SFAS with an APFT score *between* 206 and 228 (in this paper, this is referred to as the "25% APFT clause"). In FY 01, 193 candidates were immediately dropped from SFAS for failing the initial APFT and the retest.

Allowing up to 25% of the recruits to enter SFAS under this reduced APFT standard benefits only SORC, which is able to meet its recruiting quota more easily because of the lower standard. However, the "25% APFT clause" certainly does not benefit SWCS or USASFC(A) or the candidates. Rather, it wastes money, trainer and

recruiter time, and, most importantly, the opportunities to get the "right guy" into the SF training pipeline.

ARI has determined that there is a direct correlation between GT score and success in the SF training pipeline. Lowering the GT score from 110 to 100 is once again an example of a reduced standard that benefits SORC, but hurts SF recruiting.

Recommendation: Set the bar higher. Raise the SF minimum standards for entry into the SF training pipeline. Require the recruitment of smarter, more physically fit, and performance-oriented soldiers.

At a minimum, eliminate the "25% APFT clause." Even better, if the SFAS standard is an APFT score of 229 or above, insist that SORC require a standard higher than 229. This would help reduce the perennial problem of initial APFT failures at SFAS and would send a more physically fit candidate to SFAS since, on average, the higher a candidate's APFT score, the greater chance he has of completing SFAS. As shown in Table 5.4, ARI has been able to closely correlate performance on the APFT and success in SFAS.

APFT Score	Percent Passing SFAS
206-225	31%
226-250	42%
251-275	57%
276 or higher	78%

Table 5.4.   ARI's APFT and SFAS Performance Table. (From USAREC Pam 601-25, 2001).

In addition to the APFT, it may be more beneficial to the "overall SF organization" and to potential SF candidates for SORC to administer additional physical fitness tests. USAREC Pam 601-25 states:

> Soldiers attending the SFAS Program will perform physical tasks that will require them to climb obstacles (by use of a rope) 20 to 30 feet high, swim while in uniform, and travel great distances cross-country while carrying a rucksack with a minimum of 50 pounds.

With the goal of sending a more physically fit candidate to SFAS, SORC could add additional physical fitness evaluation events. Two low-cost and easily supportable recommendations are to require potential candidates to climb a 30-foot rope and conduct a four-mile ruckmarch carrying a 45 lb. rucksack and rubber-duck. SORC would administer both these events in addition to the APFT.

The 30-foot rope climb is a good and easy way to test an individual's upper-body strength and would give SORC an enhanced picture of a recruit's overall physical strength and endurance. Likewise, the four-mile ruckmarch is an easily testable task, which would again give SORC a better picture of a recruit's overall physical strength and endurance. In addition, the event has been studied by ARI, which has proven that the four-mile ruckmarch is a good indicator of performance during SFAS (see Table 5.5).

Ruckmarch Time (Minutes)	**Percent Passing SFAS**
54 min. and less	81%
55-64 min.	63%
65-74 min.	34%
75-84 min.	10%

Table 5.5.   ARI's Ruckmarch and SFAS Performance Table. (From USAREC Pam 601-25, 2001).

The question raised might be: "Will the additional costs, man-hours, resources, and requirements outweigh the benefit of sending a more physically evaluated, higher-*quality* candidate to SFAS?" One way to respond to this questions is to look at the FY 2001 man-hour, transportation, TDY, salary, processing time, quality recruiting time, and resource costs of sending 193 candidates who failed the initial SFAS APFT and re-test, requiring them to be immediately dropped from the SF training pipeline.

The second part of this recommendation is to raise the GT score back up to 110, at a minimum. ARI studies indicate that SF candidates who scored higher on the GT

were more successful in SFAS and were less likely to be academic failures during the remaining phases of the SF training pipeline (Zazanis, 1999).

Second, the fact that the minimum GT score has been lowered from 110 to 100 signals a "lowering of the bar" and a reduction in standards. When SF drops the initial entry score on its standardized tests to increase its overall number of recruits, it is sending a negative message that resonates widely both within SF and out in the conventional Army. From a recruiting standpoint, this will only make it harder to sell SF as only seeking the best. From a national security standpoint, the more the Department of Defense relies on SF as a critical asset in the War on Terrorism, the less it can afford to lower its minimum recruiting standard for intelligence.

Bottom-line: make it a recruiting prerequisite for a candidate to climb a 30-foot rope, to conduct a four-mile ruckmarch in less than 64 minutes, and to score a 260 on the APFT. Lastly, raise the GT score back to a minimum of 110.

4.   Begin Tracking and Measuring Recruiter Effectiveness

The recruiter that brings in a recruit needs to be evaluated on how successful his recruits are.

–Coach Dave Roberts, January 2002

SORC's measures of effectiveness (MOE), or metrics, do not support the best interest of the "overall SF organization" (SORC, SOPO, SWCS, USASFC(A)). Currently, recruiters, SORDs (Special Operations Recruiting Detachments), and SORC are evaluated on their recruiting effectiveness by the number of personnel they recruit, process, put on orders to attend SFAS, and show up at Fort Bragg, N.C. for SFAS. A recruiter's effectiveness is not upgraded if his candidate is successful at SFAS or downgraded if his candidate is unsuccessful. Even if the individual he recruits cannot pass the initial APFT and is immediately dropped from SFAS, it does not alter his effectiveness rating, or SORD's, or SORC's. SORC is given mission credit if the candidate shows up for SFAS, period. Whether he turns out to be a "stud" or a "dud" is irrelevant. SORC does not track how well an individual recruiter does in recruiting *quality* personnel that are able to make it through SFAS, let alone the entire SF training

pipeline. Instead, SORC measures the *quantity* of individuals that are recruited and that show up for SFAS.

SOPO began using a Merit Quality Points System (MQPS) in 2000 to evaluate the quality of recruits that SORC recruits each FY. This MQPS is a post-recruiting metric that has little or no effect on SORC or its recruiters. Currently, an MQPS standard has not been established, and no incentives are based on of the MQPS results.

Metrics, which do not correlate with the "overall SF organizational" goals, are not individual SORC recruiter problems. They are SORC organizational problems. Once again, individual SORC recruiters are doing, for the most part, exactly what their job description tells them they are supposed to be doing.

Recommendation: Establish effective and realistic metrics, or MOE's, that support the best interest and goals of the "overall SF organization."

To accomplish this, a clear recruiting mission statement first must be developed that focuses on the "bottom-line" goal of the "overall SF organization." (SORC's mission statement does exactly that, stating that its mission is to provide the manpower requirements of USASOC.) Secondly, effective and realistic metrics must be established to support this recruiting mission statement. Figure 5.3 offers an example.

Combined Recruiting Metric

Quality Metric – measures the ability of a recruiter to recruit soldiers with high success potential, measure recruit quality based off a system similar to MQPS*.

Scoring: 0 points for recruiting an individual with a MQPS score of 6-8
1 points for recruiting an individual with a MQPS score of 9-10
2 points for recruiting an individual with a MQPS score of 11-12
3 points for recruiting an individual with a MQPS score of 13-14
4 points for recruiting an individual with a MQPS score of 15-16
5 points for recruiting an individual with a MQPS score of 17-18

Success Metric – measures the ability of a recruiter to recruit soldiers that are successful in the SF training pipeline. Establish a point system based on a recruit's success through each phase of the SF training pipeline.

Scoring: 0 points - recruit fails SFAS admin, medical, or initial APFT
1-point - recruit meets the above standards
2 points - recruit completes SFAS, but is not selected
4 points - recruit completes SFAS and is selected
5 points - recruit begins Phase II
6 points - recruit completes Phase II
7 points - recruit completes Phase III
8 points - recruit completes Phase IV
9 points - recruit completes Phase V
10 points - recruit graduates from the SF Training Pipeline

Quantity Metric – measures a recruiter's ability to recruit a targeted quantity of recruits that meet a specified minimum standard in a stated period of time (week, month, quarter, etc).

Scoring: 0 points for zero recruits in a set 30-day period
1 point for one recruit in a set 30-day period
2 points for two recruits in a set 30-day period
3 points for three recruits in a set 30-day period
4 points for four recruits in a set 30-day period
5 points for five recruits in a set 30-day period

Example: Recruiter could be required to maintain a **Quality Metric Average of 3**, a **Success Metric Average of 5**, and a **Quantity Metric Average of 3**. By design these metrics would focus recruiters on recruiting a specified number of individuals with high qualifications and successful physical and mental characteristics. Periodically recruiters would be evaluated on their performance based on these metrics. These metrics over time would aid recruiters in identifying where they are being most effective, and when matched with data kept on each recruit, could reveal their recruiting strengths and weaknesses.

The combined use of the above three metrics would more accurately measure a recruiters ability to meet the recruiting goal of the "overall SF organization" which is meeting the *manpower requirements* **of USASFC(A).**

* To aid recruiters with identifying high quality recruits, Army Research Institute developed a Merit Quality Point System (MQPS) to predict success in the Qualification Course. This MQPS list analyzes variables such as APFT score, Branch Type, GT score, years in service, and whether an individual is airborne or ranger qualified (Zazanis, Technical Report 1094, 1999, p. 16).

Figure 5.3.   Metrics Example.

Finally, once established, these metrics must be implemented, tracked, reviewed, and, when necessary, adjusted so that they continually support the mission and the "bottom-line." The purpose of establishing recruiting metrics is to redefine what it means to be a successful recruiter in SORC. Currently, a successful recruiter is defined as someone who recruits a designated number of candidates that meet the minimum

screening criteria to attend SFAS. Recruiter success needs to be redefined with the *manpower requirements* of USASFC(A).

5. Attach the Recruiter's Name to Everyone He Recruits

The individual that brings the recruit to the program takes ownership of the recruit.

–Coach Dave Roberts, January 2002

There is currently no formalized link or established ownership between a SORC recruiter and an individual he recruits. If a recruiter sends an outstanding candidate to SFAS, the recruiter receives no positive feedback. Likewise, if the recruiter sends a candidate who fails the initial SFAS APFT and the re-test and is immediately dropped from SFAS, no negative feedback is relayed.

Recommendation: Attach the recruiter's name to each soldier he recruits. Establish a standard of taking "ownership" and responsibility for everyone that is recruited into the SF organization. Recruiters need to take pride in the individuals that they are bringing into the SF organization. Recruiters are playing one of the most vital roles in a career-changing decision for the individual recruit, as well as in the future quality and success of the SF organization.

Assigning recruiters "ownership" of their recruits serves several purposes. First, it assigns individual responsibility to the recruiter. This may be the first step towards recruiters having an organizationally designed "vested interest" in how well a recruit is prepared for SFAS, and how well he performs during the SF training pipeline and beyond. Secondly, this "attachment" will help identify how successful a recruiter is in meeting the goals of not just SORC, but also SOPO, SWCS and USASFC(A). Thirdly, recruiters can receive feedback on how successful their recruits are in SFAS and throughout the rest of the SF training pipeline (see Conclusion / Recommendation #4).

In the end, this would allow SORC to identify and reward exceptional recruiters with incentives (see Conclusion/Recommendation #9), incentives that will further encourage recruiters to aggressively target high-quality recruits that have a greater chance of completing the SF training pipeline. Likewise, it would allow corrective actions

(additional instruction, teaming up with a higher performing recruiter, re-training, or re-assignment) to be taken when recruiters fail to meet the standard.

6.   Establish a Formal SF Candidate Referral Program

The referral system is a great source that can be tied in with other sources
of recruiting.... 28-32% of individuals in Perot Systems came in through
the associate referral program.

-Gill Brown, 11 March 2002

SORC is not using the assets it could be using to assist in the recruiting process. SF Operational Group personnel, SF Training Group personnel, SF Association members, retired SF personnel, and SF-qualified soldiers in the conventional Army are not being utilized in the recruiting process. Combined, these five groups number well over 7000 members. Currently, there is not an established system within the SF recruiting process whereby SF soldiers can refer potential candidates for recruitment. SF is not restricted from using these personnel to supplement the recruiting process or program. It simply is not using these available assets.

As a point of comparison, Perot Systems relies on an employee referral system to provide 28-32% of its new employee hires. The employee referral program at Dell Computers is responsible for 37-40% of its new hires. Cameron-Brooks alumni have an 80% success rate in referring candidates that are selected and then placed by Cameron-Brooks. Each of these three organizations has a very formal and established employee referral system, and each views employee referrals as an irreplaceable component of its recruiting process.

Recommendation: Establish a formalized SF Candidate Referral Program. Involve everyone who is SF qualified (this would include SF operational personnel, SF training personnel, SF retired personnel, and SF personnel in non-SF and conventional units). Using these 7000 + SF personnel to help identify and refer *quality* soldiers with whom they have served, trained, or worked would provide a tremendous *quality* source pool of candidates.

Make the referral process as streamlined as possible and equally easy for people wanting to refer via the existing 1-800 number, via email or via paper. On the

submission forms, make available very clear and specific recruiting criteria. Ensure that all pertinent candidate data are collected. Design the forms so that the information collected can be electronically tied into a database. Attach an individual's name to the soldier that he refers so that a sense of responsibility is established. And lastly, consider providing some type of incentive for an individual who refers a candidate who graduates from the SF training pipeline.

7.   Improve Recruiters' Knowledge of Special Forces

Recruiters must understand what the values of the company are, and bring in individuals who understand and live by those values as well.

–Gill Brown, 11 March 2002

SORC is not using all of the assets available to give new MOS 79R SF recruiters exposure to "life as an SF soldier."

A major function of a SORC recruiter is to prepare candidates, mentally and physically, to attend SFAS as well as prepare and process their paperwork. They (the recruiters) also inform candidates about life as a Special Forces soldier. (Callahan, 2002)

79Rs assigned to SORC have not attended SFAS or the other phases of the SF training pipeline themselves. Nor have they been assigned to SF units (with rare exceptions).

Recommendation: Have recruiters, when assigned to SORC, attend the new Special Forces Conditioning and Preparation (SFCP) Course, followed by SFAS. This would allow each recruiter to become intimately familiar with the mental and physical requirements of SFAS. He would then be able to more effectively explain the challenges faced during SFAS and to stand in front of a recruit, or a group of recruits, and say, "I know this because I have been there."

In addition, SORC should take every opportunity to attach recruiters to SF units for training, Combat Training Center (CTC) rotations, deployments, and social events. This would make SF recruiters more familiar with the "life of an SF soldier" and should make them feel more a part of the SF team. SORC recruiters, after all, are key to the *quality* of our future. SF *needs to make SORC an integral part of the SF team*.

8.   Send Our Best Officers and NCOs to SORC

In the process of trying to identify a relevant thesis topic, we spoke with three SF O-6s, three SF O-5s, and two CSMs. Each of these individuals agreed that SF enlisted recruiting is SF branch's first or second most significant problem or issue.

Recommendation: As a branch, SF needs to send some of the best officers and NCOs to SORC to attack this recruiting problem. In order to address the Army's recruiting shortages, General Shinseki, the Army Chief of Staff, has mandated that the Army place some of the very best officers and NCOs into recruiting positions. SF Officer and Enlisted Branches should aggressively do the same, by placing top officers and NCOs in every 18-series slot within SORC and the recruiting detachments. It is crucial to fill recruiting slots with people who have a vested interest in assuring that SF values and standards are maintained and enforced. No one can represent the values and spirit of Special Forces better than the highest-quality officers and NCOs in our branch today.

9.   Ensure that Rewards and Incentives Support the Bottom

[W]hen recruiters go above and beyond their job, that warrants some type of incentive.

–Gill Brown, 11 March 2002

SORC currently rewards its recruiters in a number of ways.

SORC awards recruiters that perform above and beyond their basic job requirements with standard U.S. Army awards, 4-day passes, USAREC specific awards, and special privileges or opportunities (e.g. a tandem jump with the U.S. Army Golden Knights). (Callahan, 2002)

SORC recruiters also receive $375 per month in special duty pay, which is a job-based pay, not a performance-based pay (USAREC Web Site, 2002).

Recommendation: Although SORC is doing a good job of rewarding recruiters for outstanding performance, it bases its performance appraisal on a *quantity*-based measure of effectiveness or metric. If the metrics were adjusted to reenforce the goals of the "overall organization," then the awards or incentives could act as catalysts to positively affect the bottom-line, which should be to meet the *manpower requirements* of USASFC(A).

10. Create a Win-Win-Win-Win-Win Situation

A win-win-win-win-win ("Win X 5") situation or standard does not exist among the SF recruit, SORC, SOPO, SWCS, and USASFC(A) because of the lack of goal congruency. *Quality* is not the focus of the "overall SF organization."

"Win X 5" can best be defined as 'everybody wins.' "Win X 5" has nothing to do with decreasing the standards in SFAS or the SF training pipeline. It, instead, has everything to do with recruiting *quality* SF candidates that are a proper "fit" for the SF organization, while simultaneously ensuring that the SF organization is a proper "fit" for candidates who sign up for SF.

"Good fit" means that the individual mentally, physically, morally, and in terms of interests has a feel for the environment and skills within SF. At the same time, SF must be a good "fit" for the individual's family, not just for him. This will benefit everyone involved and will create a "Win X 5." (see Figure 5.4)

> **Quality Candidate + Candidate is a Proper "Fit" for the SF Organization + SF is a Proper "Fit" for the Candidate = "Win X 5"**

Figure 5.4. "Win X5."

"Fit" is crucial for the long-term satisfaction of the SF organization and the individual and/or his family. Long-term satisfaction has a direct impact on retention (beyond the scope of this research).

Currently, within the SF recruiting process, there is not a formalized or standardized process to determine whether the individual being recruited is a good "fit" for the SF organization or if the SF organization is a good fit for the individual. There is no formal board, interview, test, questionnaire, or recruiter assessment to determine whether a proper "fit" exists.

Although the current SF recruiting process does create good matches between candidates and the SF organization, this occurs neither consistently nor by organizational design. In other words, by current design, if the high-quality, "fit" individual is recruited or signs up, great. A "Win X 5" may be achieved. But if a low-quality individual who

meets the minimum recruitment standards is recruited or signs up on his own, and if he and the SF organization turn out to be a poor match, this is seen as unfortunate but not as problematic. At the moment, there is nothing built into the recruiting process to stop that individual from being sent to SFAS and using up one of the 1800 (FY01) chances for SF to get the "right guy" into the organization.

Figures 5.6 and 5.7 compare the current effects when low- and high-quality candidates enter the SF training pipeline and either are or aren't successful in completing the pipeline. "Fit" is not addressed in this table because "fit" is not being evaluated during the current recruiting process.

Individual or Unit within the "Overall SF Organization"	Effect on the individual or unit
Individual Recruit **OVERALL EFFECT: LOSE #1**	**ADVANTAGES:** • Received some quantity of high quality Army training (amount depends on when the individual was removed, or removed himself, from the SF training pipeline) **DISADVANTAGES:** • Must return to his unit, failed to meet his individual goal • May or may not be labeled a traitor by his branch and/or unit • May or may not down-grade SF training and the SF organization to other potential SF candidates • May or may not spread false information about the SF training pipeline
SORC **OVERALL EFFECT: WIN #1**	**ADVANTAGES**: • Receives a recruiting mission (quota) credit • No formal negative repercussions **DISADVANTAGES:** • None
SOPO **OVERALL EFFECT: LOSE #2**	**ADVANTAGES:** • None **DISADVANTAGES:** • Potential to cause the office to reduce the recruitment criteria or standards for initial entry into SF, due to an inability to meet manning requirements of USASFC(A). • In no way helps the office meet its mission of facilitating the effective manning of USASFC(A). • Causes organizational friction between SORC and SOPO
SWCS **OVERALL EFFECT: LOSE #3**	**ADVANTAGES:** • None **DISADVANTAGES:** • As a result of external pressures to meet the manpower requirements of USASFC(A), commanders may receive external pressure to produce SF training pipeline graduates. This may cause commanders to over-ride assessors', selectors', and trainers' recommendations to drop sub-standard candidates from the SF training pipeline. Not only does this increase internal friction, but also has the potential to cause a quality problem within SF. • Wasted time and money (in-processing, assessing, instructing, transporting, out-processing, etc) • Missed opportunity to get the "right guy" into a SF training pipeline slot • Causes organizational friction between SWCS and SORC
USASFC(A) **OVERALL EFFECT: LOSE #4**	**ADVANTAGES:** • None **DISADVANTAGES:** • Missed opportunity to get the "right guy" into SF that will help the organization meet its manpower requirements and ultimately conduct its SF missions.

Table 5.6.   Current Impact on the "Overall SF Organization" Resulting from the
Recruitment of a *Low-Quality* Candidate into SF That *Does Not Complete* SFAS or the
SF Training Pipeline.

Individual or Unit within the "Overall SF Organization"	Effect on the individual or unit
Individual Recruit **OVERALL EFFECT:** **WIN #1**	**ADVANTAGES:** • Received high quality Army training, along with an additional skill identifier and MOS • Met individual goal of becoming an SF soldier • Better trained, educated, and informed soldier **DISADVANTAGES:** • None
SORC **OVERALL EFFECT:** **WIN #2**	**ADVANTAGES:** • Receives recruiting mission (quota) credit **DISADVANTAGES:** • No formal positive feedback
SOPO **OVERALL EFFECT:** **WIN #3**	**ADVANTAGES:** • Enhances its mission of facilitating the effective manning of USASFC(A). **DISADVANTAGES:** • None
SWCS **OVERALL EFFECT:** **WIN #4**	**ADVANTAGES:** • Enhances its mission of providing USASFC(A) with high quality well trained SF soldiers, able to conduct SF missions. • Efficient use of time and money (processing, assessing, selecting, assessing, training, out processing, etc) **DISADVANTAGES:** • None
USASFC(A) **OVERALL EFFECT:** **WIN #5**	**ADVANTAGES:** • Receives a SF qualified soldier capable of conducting SF missions • Increases the manning strength of the SF organization; brings the organization a step closer to meeting its overall manpower requirements. **DISADVANTAGES**: • None

Table 5.7**.**   Current Impact on the "Overall SF Organization" Resulting from the Recruitment of a *High Quality* Candidate into SF That *Complete* SFAS and the SF Training Pipeline.

Some have argued that the "fit" principle is not important during the recruiting process, that "fit" is handled during the SF training pipeline. The response is that waiting until the SF training pipeline to measure "fit" unnecessarily costs SF the opportunity to get the "right guy" at the outset. Also, the bottom-line results remain the same: a "Lose X 4" for the individual and for the "overall SF organization." As Roger Cameron pointed out, "[O]nly when Cameron-Brooks does for the candidate what is best for the candidate, will it then turn out best for Cameron-Brooks." (Interview, 14 March 2002)

Recommendation: This recommendation, along with this thesis, is grounded in a Special Operations Forces (SOF) Core Truth, which states that: *"Quality is better than Quantity."* Determining who may be a good "fit" for SF is not, and arguably should not be, done solely during the recruiting process. A significant portion of the "fit" decision needs to be left up to the SF training pipeline. However, we strongly believe that if the "fit" issue is *not* addressed until a recruit has reached the SF training pipeline, a significant number of "Lose X 4" situations will continue to occur, and more opportunities will be missed. Figure 5.5 sums up what should take place during the recruiting process. All the steps within this process have been discussed in other areas of this thesis, with the exception of steps five and six involving "fit."

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1. **Quality Recruit (QR) is identified**
               or
   Shows up on his own (go to step #3)
2. **QR is contacted**
3. **Relationship is established with QR**
4. **QR is honestly informed about SF pros and cons**
5. **QR is determined to be a good "fit" for the SF organization**
6. **QR feels SF is a good "fit" for him/family and he submits an SF packet**
7. **QR attends SFAS and is selected**
8. **QR continues through the SF training pipeline and graduates**
9. **QR is assigned to USASFC(A)**

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Figure 5.5.   "Win X 5" By the Numbers.

Determining "fit" is not a formal part of the current SF recruiting process. A determination of a proper "fit" between the SF organization and the recruit is the most relevant component currently *missing* from the SF recruiting process. The bottom-line is that a process for screening a proper "fit" should exist during the recruiting process.

According to successful recruiters at Perot Systems, Cameron-Brooks, Dell Computers, USC and West Point, determining proper "fit" requires that everyone in the recruiting process clearly understands the organization. It requires that information be shared between someone who knows the organization and the individual being recruited. And finally, to be equitable and consistent, the method for determining "fit" must be

standardized so that multiple recruiters can use the same criteria with similar degrees of effectiveness.

How could this be done in the SF recruiting process? One option would be to use senior SF E-8s (post-Team Sergeant) to create, standardize, administer, and oversee "fit" screening. These E-8s would have to be individuals with a significant amount of SF experience, an understanding of SF values, and a vested interest in the SF organization. Of course, they would also have to possess sound judgment, good communication skills, and, most importantly, the desire to fill one of these positions to support the long-term future of Special Forces. In other words, they would have to be some of SF's best. These E-8s could be assigned to each of the SORDs and function as *quality*-control managers and "fit" evaluators.

How is "fit" to be determined? The specifics are beyond the scope of this research, but between our best SF NCOs, officers, ARI, and USASOC Psychological Applications Directorate (PAD), we believe the appropriate interviews, or tests, or other methods of evaluation could easily be developed.

For example, a very user-friendly series of interview questions could be developed that would both describe and address the "life of an SF soldier" (e.g., common SF living and environmental conditions, personal and family requirements, individual and team situations, family and personal challenges, mental and physical expectations, and common challenging scenarios). Such questions would elicit telling reactions if an individual hates teaching others, being in front of a group, working alone, traveling, living in poor conditions, dealing with ambiguity, being away from his family, working with foreign-nationals, and so on.

Evaluations performed during the recruiting process would not replace, but, rather, would enhance any that are done during the SF training pipeline. The same argument that was made earlier in the paper in reference to *quality* applies to the "fit" principle. As with *quality*, if SF waits until the SF training pipeline to evaluate "fit," SF is already one step too late. Using FY 01 numbers, if SF waits and evaluates *quality* and "fit" only after the recruiting process is complete, the organization will continue to miss the opportunity to get the "best" 1800 into the SF training pipeline. The better the *quality*

and "fit" of SF recruits going into the pipeline, the higher the *quantity* of graduates at the end of the SF training pipeline.

C. SUMMARY

Quality is better than Quantity

–SOF Core Truth

These conclusions and recommendations are based on three principles that have proven critical to recruiters at the top of their game in their respective fields. First, recruiters must believe that *quality*-control measures are needed *throughout* an organization. Second, there must be goal congruency *throughout* to reduce friction and achieve effective and efficient bottom-line results. Lastly, metrics, incentives, and defined success must each be focused on *the same bottom-line*.

For goal congruency to be achieved and a *"Win X 5"* to become the standard in SF's recruiting process, the following actions must be taken: 1) raise SF recruitment standards; 2) target quality candidates; 3) expand recruiter knowledge of SF; 4) develop effective metrics and incentives; 5) require recruiter ownership; 6) develop an SF referral program; and 7) have some of the best SF officers and NCOs be responsible for recruiting.

SORC, under the command and control of USAREC, needs to be willing to alter its recruiting TMTs from a *quantity* to a *quality* based recruiting system. If SORC-USAREC is not willing to change organizationally, USASOC(A) should consider establishing its own recruiting organization under USASOC(A)'s command and control. As Dave Roberts stated,

> If the current process is not working, somebody has to say it is not working and implement changes in order to recruit more effectively. The leadership must be willing to say that we are going to get it done this way, and if you do not like it, "hit the road." Strength lies at the top of the organization, and the top must be committed to change. (Roberts, 2002)

In the long run, these recommendations could allow SORC to recruit fewer candidates and, at the same time, to produce a higher *quality* of recruits for the SF training pipeline, and ultimately for USASFC(A). As Colonel Diemer states in his U.S. Army War College paper addressing SF enlisted recruiting, "The bottom line is that SF

will need to target recruiting so that fewer, higher quality soldiers are recruited." (Diemer, 2001)

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APPENDIX A. DEFINITIONS AND TERMS

1SG - First Sergeant

79R - Military Occupation Specialty code for a United States Army Recruiter
Acceptability**.** This criterion was selected to determine whether the advantage gained by executing the TMT justifies the cost in resources. Acceptability Questions: Is the TMT cost-effective? Do the benefits of implementing the TMT outweigh the risks? Does it violate any of the higher commands prohibitions or requirements?

ACT - American College Testing

Adaptability **-** This criterion was selected to determine whether the TMT could be modified in order to be implemented into the SF recruiting process.   Adaptability Questions: Can this TMT effectively be transferred from a civilian organization and implemented into the SF recruiting organization with similar success?

AOG - Association of Graduates

APFT - Army Physical Fitness Test consisting of two minutes of push-ups, two minutes of sit-ups, and a timed two-mile run. Score is based on performance in each event.

ARI - Army Research Institute

C2 Command and Control - the exercise of authority and direction by a properly designated commander over assigned and attached forces in the accomplishment of the mission. Command and control functions are performed through an arrangement of personnel, equipment, communications, facilities, and procedures employed by a commander in planning, directing, coordinating, and controlling forces and operations in the accomplishment of the mission.

Conventional Forces - Those forces capable of conducting operations using non-nuclear weapons.

CSM - Command Sergeant Major

CTC - Combat Training Center

DOD - Department of Defense

E-4 - Army enlisted Specialist Rank

E-7 - Army non-commissioned officer, Sergeant First Class Rank

Employee Referral System - a system in which employees refer potential hires to the organization. These systems tie the entire workforce into the recruiting process and increase the opportunities to attract people to the organization.

Establish a Relationship with the Recruit - recruiter develops an effective relationship with potential recruit. Recruiter maintains the relationship through phone calls, emails, and personal contact, and maintains an open dialogue with the potential recruit. Recruiter involves everyone in the recruiting process that directly influences the recruit, including spouse, family, and friends. Recruiter pays special attention to anyone that could be impacted by a potential career move.

ETS - Educational Testing Service

Feasibility - this criterion was selected to determine whether the TMT contributes to accomplishing the mission in terms of available time, space, and resources. Feasibility Questions: Is the SF recruiting organization capable of implementing this TMT? Does it require special skills?

Feedback - recruiters are given feedback. Meetings, surveys, and/or personal communications are used to convey to the recruiter how he is doing and whether he is meeting the requirements of the organization.

Flag Officer - Rank of General

FY - Fiscal Year

GT - General Technical

Goal Congruency - agreement, harmony, and conformity in reaching the purpose toward which an endeavor is directed. The entire organization is working towards the same bottom-line, whether it be, winning, market-share, or manpower requirements.

High Parameters - setting high initial screening parameters to weed out the weak performers and identify the top performers. High parameters make the accepted recruit feel elite. High parameters entice above-average performers to meet elite standards.

HQ - Headquarters

Incentives - fear of punishment or the expectation of rewards, which induces action or motivates effort. Incentives are usually designed to support the goals or bottom-line of the organization.

JMO - Junior Military Officer

Legalities - This criterion was selected to determine whether the TMT meets the legal requirements and regulations of the United States Military. Legalities Questions: Does

the TMT violate any existing rule or regulation, and is the variable in compliance with the Anti-Deficiency Act?

Metrics - standards of measurements used to track and identify effectiveness and inefficiencies in certain areas of recruiting. Usually designed to measure support or lack of support in meeting the goals or bottom-line of the organization.

MOS - Military Occupation Specialty

MQPS - Merit Quality Point System

NCAA - National Collegiate Athletic Association

NCO - Non-Commissioned Officers

O-5 - Army Lieutenant Colonel Rank

O-6 - Army Colonel Rank

ODA - Operational Detachment-Alpha: Army Special Forces Detachment that consists of 12 members

OHRP - Organizational Human Resource Planning

Ownership - Recruiters are directly "attached" to their recruits. A formal and informal responsibility is established between the recruiter and the recruit. The recruiter develops a vested interest in the candidate that he brings into the organization. The recruiter's name is "attached" to the recruit.

PAD - Psychological Applications Directorate

Recruit Fit and Organizational Fit - Recruiters recruit to ensure the best "fit" exists between the organization and the recruit and vice-versa. Recruiters ensure that they create a win-win situation for the company and recruit. "Fit" includes a candidate's ability to meet the values, goals, and standards of the organization.

Recruiters' Organizational Knowledge - Recruiters understand the job they are recruiting for. Recruiters are able to knowledgeably discuss positive and negative aspects of the job that they are hiring for. Recruiters have experience in the jobs and/or the departments they are recruiting for. Recruiters understand and uphold the values of the organization.

Reg- Regulation

RS BDE, RSB - United States Army Recruiting Support Brigade

SAT - Scholastic Assessment Test

SEC - Southeastern Conference

SERE - Survival, Evasion, Resistance, and Escape Course

SF - Special Forces

SFAS - Special Forces Assessment and Selection

SFCP - Special Forces Conditioning and Preparation course

SFELT - Special Forces Entry-Level Training

SFQC - Special Forces Qualification Course

SFTP - Special Forces Training Pipeline: the six phases of Special Forces Qualification training.

SGM - Sergeant Major

SIDPERS - Standard Installation-Division Personnel System

SOF - Special Operations Forces

SOPO - Special Operations Proponency Office

SORC - Special Operations Recruiting Company

SORD - Special Operations Recruiting Detachment

Source Pool - Individuals who meet the basic eligibility requirements (age, rank, sex, Military Occupation Specialty, etc.) to apply for Special Forces Training.

SUT - Small Unit Tactics

SWCS - Special Warfare Center School

SWOT Assessment - Strengths, Weaknesses, Opportunities, and Threats Assessment
Target the Best-identify, contact, inform, and hire the most qualified candidates within the market. Set clear recruiting parameters and go after the best.

TDY - Temporary Duty

TMTs - Tactics, Methods, and Techniques

USAJFKSWCS(A) - United States Army John Fitzgerald Kennedy Special Warfare Center School (Airborne)

USAPT - United States Army Parachute Team

USAREC - United States Army Recruiting Command

USASF(A) - United States Army Special Forces (Airborne)

USASFC(A) - United States Army Special Forces Command (Airborne)

USASOC(A) - United States Army Special Operations Command

USC - University of South Carolina

USMA - United States Military Academy

UW - Unconventional Warfare

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APPENDIX B. RECRUITMENT CRITERIA FOR SPECIAL FORCES

a. The following criteria is required for all applicants (officers and enlisted):

(1) Must be an active duty male soldier.

(2) Must be a U.S. citizen (nonwaiverable).

(3) Must be airborne qualified or volunteer for airborne training.

(4) Must be able to swim 50 meters wearing boots and battle dress uniform (BDU) prior to beginning the SFQC. All soldiers will be given a swim assessment at the SFAS Course to determine whether he is a swimmer or nonswimmer.

(5) Must score a minimum of 206 points on the APFT, with no less than 60 points on any event, using the standards for age group 17 to 21.

(6) Must be able to meet medical fitness standards as outlined in AR 40-501.

(7) Must be eligible for a SECRET security clearance.

(8) No solider, regardless of MOS or basic branch will be recruited if he is unable to reclassify from his current MOS or basic branch into CMF 18.

(9) Not currently serving in a restricted MOS or branch.

b. Additional criteria exclusive to enlisted applicants:

(1) Enlisted applicants must be in the pay grade of E-4 to E-7. Successful completion of the SFAS Course is a prerequisite to the SFQC.

(2) Must be a high school graduate or have a general educational development certificate.

(3) Must have a general technical score of 100 or higher.

(4) Stabilization of current drill sergeants and detailed recruiters will not be broken.

(5) Specialists, corporals, and sergeants that successfully complete the SFAS Course will normally have their retention control points waived to attend the SFQC. Upon successful completion of SFQC, they will be allowed continued service. Staff sergeants approaching their retention control points will not be allowed to apply. Sergeants first class must have no more than 12 years TIS and 9 months time in grade when applying for the SFAS Course and they must be either airborne or ranger qualified. Sergeants first class must attend the SFAS Course within 90 days of volunteering and also be able to have a permanent change of station (PCS) to the SFQC within 6 months of selection from the SFAS Course.

(6) Soldiers on assignment will not be allowed to attend the SFAS Course without their branch's prior approval. Soldiers on orders to a short tour area will be allowed to attend the SFAS Course if a deferment is not required. These individuals will be scheduled for the next available SFQC after their date eligible for return from overseas. Soldiers who volunteer for the SFAS Course prior to receiving assignment notification will be deferred to allow for SFAS Course attendance.

(7) Outside continental United States based soldiers may attend the SFAS Course in a temporary duty (TDY) and return status anytime during their tour. Upon successful completion of the SFAS Course, soldiers will be scheduled for the next available SFQC provided they have completed at least two-thirds of their overseas assignment obligation and have received approval from the United States Total Army Personnel Command (PERSCOM) for curtailment of the remainder of their overseas tour obligation. Soldiers serving on a short tour will not have their assignment curtailed.

(8) Continental United States based soldiers may attend the SFAS Course in a TDY and return status anytime during their tour. Upon successful completion of SFAS, soldiers will be scheduled to attend SFQC ensuring that they will have completed at least 1 year time on station prior to PCS.

(9) Must have a minimum of 24 months remaining TIS upon completion of the SFQC.

APPENDIX C. INTERVIEW QUESTIONS

ORGANIZATION RECRUITING QUESTIONS
    Administrative Information:

1. Organization summary and background.

2. Summary of organizational awards and successes.

3. Interviewee biographical information.

Recruiting and Organization Questions:

1. What is your organization's recruiting strategy (general overview)?

2. What are your organization's recruiting strengths?

3. What are your organization's recruiting weaknesses?

4. What are your organization's recruiting opportunities (things you can take advantage of)?

5. What are your organization's recruiting threats (staff turnover, regulations…)?

6. Does your organization conduct all of its personnel recruiting in-house? Does it out-source its recruiting? Does it do both?

7. How many people in your organization are responsible for recruiting?

8. Is your primary recruiting focus to advertise openings and have interested applicants reply?
Or
    Is your primary recruiting focus to target specific individuals whom may meet the needs of the organization?

9. What are your organization's top recruiting tactics and techniques?

10. Who is your primary competitor for talent within your industry / business / field / sport?

11. What are your organization's major recruiting constraints, both what you must do and what you can't do?
12. What are your organization's recruiting quality control measures and measures of effectiveness?

13. What types of incentive programs do you offer your recruits?

14. How much do you rely on employee referrals to assist with the recruiting process?

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